

How IHB lowered track to  
**provide clearances** for  
tri-level auto racks.....p. 22

July 3, 1961

# RAILWAY AGE WEEKLY

**NYCTA experiments with  
concrete roadbed** .....p. 11

**More jobs ahead for new  
mail sorters** .....p. 14

**A new sliding roof idea  
for gondolas** .....p. 18

Hot box havoc:



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## How to scale the summer peak

Everybody talks about the weather . . . but nobody does anything about exploding the age-old myth that the hot box problem is primarily a summer phenomenon.

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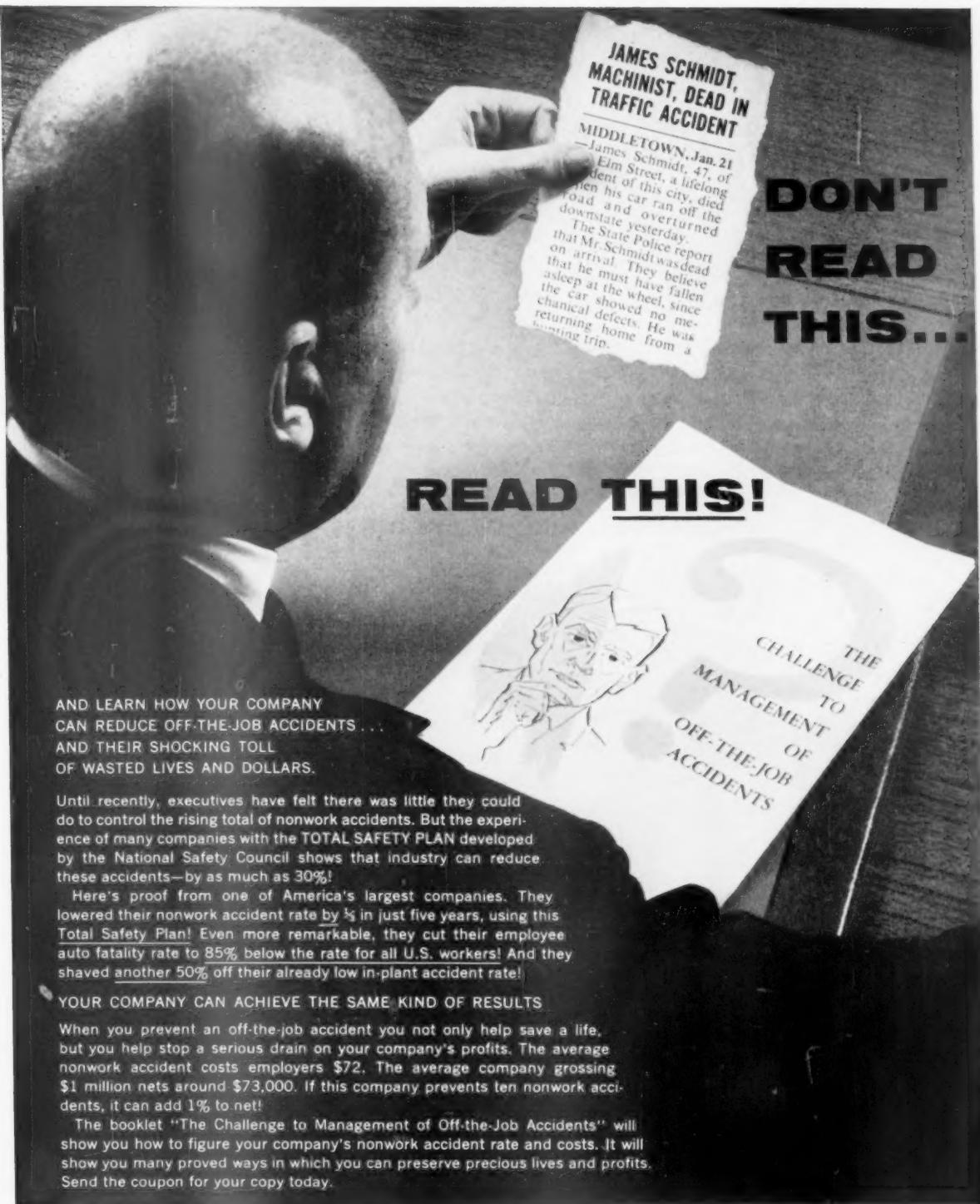
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July 3, 1961 • Vol. 151, No. 1

**ICC clears Plans III and IV**

The Commission's long-awaited piggyback-rate decision represents a major victory for the railroads and a setback for the trucking industry. .... p. 9

**NYCTA experiments with concrete roadbed**

New York City's Times Square-Grand Central Terminal shuttle line is using frozen-joint rails mounted on rubber tie pads bolted to a concrete right-of-way. .... p. 11

**New mail sorters cut terminal costs**

Mechanized mail handling is being used increasingly in the all-important campaign to reduce railroad terminal operating costs. .... p. 14

**New sliding roof is offered for freight cars**

The roof, which consists of a series of interlocking ribbed sections, is a suggested alternative to the removable hoods and covers used on cars hauling coil and strip steel. .... p. 18

**IHB lowers track for tri-level auto racks**

There were four places on the Indiana Harbor Belt where the racks could not clear under bridges. To provide the clearances, track beds were cut down as much as 20 inches. .... p. 22

**Integral train is under study**

Thirty-five railroads are participating in a study of possible benefits to be derived from hauling bulk commodities in semi-permanently coupled trains. .... p. 26

**Langdon leads attack on S.1197**

The B&O president was joined by Frisco Vice President Gilliland in presenting the industry's arguments against the "Hoffa Bill" to the Senate Commerce Committee. .... p. 27

**Departments**

Current Railroad Questions	17
Dividends Declared	25
Freight Carloadings	31
Letters from Readers	24
New Equipment	31
New Products Report	29
People in the News	33
Railroading After Hours	24
Railway Market	31
Supply Trade	33
The Action Page	38
Watching Washington	10
You Ought to Know	36

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A handwritten signature in cursive ink that reads "Stuart T. Saunders".

## How C&O would help B&O

Details of C&O's proposed five-year, \$232-million rehabilitation program for B&O were spelled out for the ICC. Biggest single item: 18,251 new freight cars. .... p.32

## You can double your reading speed!—Part III

This last of three articles prepared especially for Railway Age stresses reading techniques that will help you avoid reading a lot of irrelevant material .... p.34

## The Action Page—Allocating the bosses' time

Some big problems faced by railroads don't seem to be getting the attention they deserve. Here, for a start, is a list of seven attention-demanding problems .... p.38

### *Short and Significant*

## Freight operating ratio ...

of Class I railroads was 72.9% in 1960, compared with 71.1% in 1959. Last year's passenger-service operating ratio was 126.7%, compared with 1959's 130.6%.

## Creation of a Federal Transportation Department ...

was proposed at the Conference of Governors in Honolulu last week in a resolution introduced by New York Governor Nelson Rockefeller.

## A 2% increase in carloadings ...

during the third quarter of 1961, compared with the corresponding 1960 period, is predicted by the 13 Regional Shippers Advisory Boards.

## A three-judge federal court ...

has refused to restrain the ICC from implementing an order condemning New York Central contract rates on carpets (RA, April 10, p. 7). The case may go to the Supreme Court.

### Current Statistics

Operating revenues		
4 mos., 1961 .....	\$2,843,711,265	
4 mos., 1960 .....	3,235,661,513	
Operating expenses		
4 mos., 1961 .....	2,365,509,662	
4 mos., 1960 .....	2,547,745,911	
Taxes		
4 mos., 1961 .....	305,449,517	
4 mos., 1960 .....	360,794,962	
Net railway operating income		
4 mos., 1961 .....	45,823,462	
4 mos., 1960 .....	212,225,164	
Net income estimated		
4 mos., 1961 .....	Def. 9,000,000	
4 mos., 1960 .....	148,000,000	
Carloadings revenue freight		
24 wks., 1961 .....	12,458,188	
24 wks., 1960 .....	14,500,560	
Freight cars on order		
June 1, 1961 .....	13,964	
June 1, 1960 .....	36,106	
Freight cars delivered		
5 mos., 1961 .....	15,640	
5 mos., 1960 .....	25,360	

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# ICC Clears Plans III and IV

**The Story at a Glance: Numerous Plan III and Plan IV piggyback rates of the railroads have been cleared by the ICC. The decision, a major victory for the railroads and a setback for the trucking industry, is a green light for further development of these services on rate bases which the railroads think they require to meet the competition, including that of unregulated and private carriage. One of the railroad industry's leading defenders of rate-making freedom, President Jervis Langdon, of the Baltimore & Ohio, gave Railway Age this appraisal of the ICC's report:**

**"This decision recognizes the right of railroads to make competitive rates that contribute to net earnings—over and above the long-term variable cost of moving the traffic—and that this right cannot be denied because trucks may be adversely affected. The decision thus is in line with firm Congressional policy as first announced in 1940 and emphatically reaffirmed in 1958. Moreover, the decision explodes 'the factual base' upon which the truckers, along with Mr. Hoffa, have been pressing for S.1197, the so-called Bartlett bill. This bill should now be buried forever."**

Disposing in one report of several proceedings which had become identified as leading cases on the lawfulness of Plan III and Plan IV piggyback services and rates, the ICC has refused to condemn what the railroads are thus doing to meet their competition. The decision also cleared additional forwarder volume rates—rates published by freight forwarders on the basis of their own use of the railroads' Plans III and IV rates.

Plan III is that piggyback service which involves transportation on railroad flat cars of trailers supplied by shippers. Plan IV contemplates that flat cars as well as trailers will be furnished by shippers.

The cleared rates are published by both eastern and western railroads and they have been in effect for some time. The title case covered by the Commission's report was No. 32533, the complaint of the Eastern Central Motor Carriers Association against Plans III and IV rates of eastern roads.

In this and related cases, the Commission had been advised by Examiner George A. Dahan to condemn the

piggyback services and rates in issue, although he recommended approval of the forwarder volume rates (RA, Aug. 22, 1960, p. 9). In another of the embraced cases, No. 33021, the Commission had conflicting advice from Examiner L. B. Dunn, who recommended approval of the Plan IV rates there in issue (RA, July 25, 1960, p. 14).

In approving the railroad rates, the participating commissioners acted unanimously. The only dissent was a partial one from Commissioner Walrath who would have condemned the forwarder volume rates. The majority's decision on this phase followed a previous Commission determination that forwarders may handle shipments of any size. Commissioner Walrath also dissented in that case (RA, Sept. 21, 1959, p. 9) which truckers have taken to court.

The Walrath opinion in the present case also included comment on the railroad rates which he joined his colleagues in approving. This comment pointed up the commissioner's preference for Plan V which is piggyback service under joint-rate arrangements with truckers. "That such coordinated transportation would in most cases result in 'the greatest good to the greatest number,' I have no personal doubt," Mr. Walrath said.

Another separate expression, concurring, came from Vice Chairman Murphy, and Commissioner Herring

subscribed to it. It advised the railroads to keep the Plans III and IV rates as high as practicable and thus minimize diversion of higher-rated box-car traffic to the piggyback service. The report noted that the Commission's two newest members, Commissioners Bush and Tucker, did not participate.

Reviewing evidence in the case, the majority report noted that shippers using Plans III and IV services pay the per-shipment charges on both loaded and empty movements. They deliver the trailers to the railroad loading ramp and arrange for their movement from the unloading ramp at the delivery point.

"Plan III," the Commission continued, "thus eliminates pick-up and delivery expense, acquisition, maintenance and depreciation charges for trailers, and all empty return mileage. The railroad pays no rental charge for the trailers, and no refrigeration, ventilation, or other protective services are furnished. . . . The service under Plan IV is the same as Plan III, except that the shipper provides the flat car in addition to the containers or trailer. The flat car must be fitted with the necessary tie-down devices, approved by the railroad. Loading and securing to flat cars and unloading and placement are at the shipper's expense."

Most of the Plans III and IV tariffs publish a rule stating that the rates will not apply when more than 60% of the total weight of the lading on each

## SP Speeds Equipment Program

Southern Pacific is accelerating a \$51-million equipment acquisition program to help stimulate a business upturn.

"The immediate answer to any temporary economic recession," President D. J. Russell noted, "is in terms of industry's willingness to make hard cash investments in equipment and facilities to improve efficiency and the products and services offered the public."

SP, he said, has been speeding delivery of the equipment in the 1961 program to get these capital expenditures quickly into the economy.

A continuing program of capital expenditures by American business

"is the key factor in bringing about a speedy recovery from the recession," Mr. Russell added. "We have long recognized that you can't get business activity back into an upward trend by sitting still. Faith in the future calls for cash expenditures—and in ways in which the economy generally will benefit."

SP's current program covers acquisition of 34 locomotives (31 delivered by June 1, three to come); 2,342 freight and passenger cars (1,186 delivered, 1,156 still to be received); 275 auto racks (107 delivered, 168 to come); and 746 highway vehicles (328 received, 418 to come).

car consists of any one article. The railroads explain that this single-commodity weight limitation is designed to provide protection against the diversion of carload traffic.

The record shows, too, however, that big shippers, who do not patronize forwarders, consider the rule a deterrent to their use of the railroad piggyback services in lieu of over-the-road hauling with their own trucks. The National Industrial Traffic League joined the railroads in defending the assailed rates as lawful, but argued that their usefulness "is seriously affected by the single-commodity weight limitation."

Incidentally, another supporter of the railroads was the Private Carrier Conference of American Trucking Associations. As the Commission summarized the conference's position, it "requests us to find that there is a definite and urgent need for the type of piggyback service offered under Plans III and IV; that to deny the railroads the right to provide the service would deprive the shippers of their freedom of choice in selecting a mode of transportation."

As to costs, the Commission accepted the out-of-pocket-cost-plus basis as the applicable test. While some of the rates

were found to be above fully-distributed costs, the others were cleared because they "exceed out-of-pocket costs and provide a contribution to the overhead burden."

As to evidence indicating that there have been some failures to adhere to Plans III and IV tariffs, the Commission noted references in the record to "certain questionable practices which appear to have grown up in connection with the considered rates, particularly on the Pacific Coast." It added that it was directing its Bureau of Inquiry "to investigate these matters."

The report mentioned specifically allegations that "there has been some direct and indirect leasing of trailers and cars by certain railroads to shippers and the performance of loading and unloading of lading into and out of trailers, or of drayage services at negotiated charges." But the Commission refused to make these allegations a basis for condemning Plans III and IV. It disposed of the matter this way:

"In any instances in which the carriers, having established Plan II rates, performed a complete door-to-door service and charged only Plan III or Plan IV rates, the latter obviously were inapplicable and the railroads should

collect undercharges on the basis of the applicable Plan II rates and charges.

"While the furnishing of services which they do not hold themselves out to perform can be the source of illegal rebating by carriers for which they are liable to prosecution under the Elkins Act, nevertheless, it cannot be said that carriers are barred from publishing rates for less than a complete service. The fact that rates are published for a complete service does not prevent a carrier from offering to perform a lesser service for a lower rate. . . . With respect to 'allowances,' obviously none can be paid to the shipper for performing a service the avoidance of which is the consideration for the lower rate."

The Commission also rejected contentions that Plans III and IV rates, being all-commodity rates, couldn't be cleared under the reasonable-classifications requirement of the Interstate Commerce Act's Section 1(6). Citing some of its pertinent previous decisions, the Commission found that "the assailed rates and charges do not constitute a failure to provide a just and reasonable classification."

The report went on to announce the Commission's refusal to accept allegations

(Continued on page 25)

## WATCHING WASHINGTON WITH WALTER TAFT

• **THE B&O'S NEW PRESIDENT**, Jervis Langdon, Jr., says the railroads are through as private enterprises if they don't reflect their cost advantage in truck-competitive and water-competitive rates. Mr. Langdon is one of the industry's most articulate advocates of realistic pricing. He is also among its most eloquent pleaders for freedom to go in for such pricing.

**HIS WARNING** was sounded at the Senate Commerce Committee's hearing on the so-called Hoffa Bill which, the railroads say, would emasculate the 1958 Transportation Act's rate-freedom provision. The B&O president predicted that nationalization will surely come if the railroads are denied the right to attract traffic by passing on their lower costs to shippers.

**IT'S NO LONGER REALISTIC** to include a value-of-the-commodity factor in competitive rates, Mr. Langdon told senators questioning him about that traditional approach to railroad rate-making. The competition has made that approach the way to lose business, he explained.

**SO**, no choice but exploitation of their cost advantage is now available to the railroads, the B&O president thinks. He'd "love to get higher rates on high-value commodities," but "when we try, the business doesn't move by rail."

**TO IMPLEMENT HIS IDEA**, Mr. Langdon is setting up a new study group on the B&O. It will review that road's traffic potential, commodity by commodity, "to see if we can't get some of this high-grade business back."

**ANOTHER B&O PROJECT** being pushed by the new president is the work of increasing tunnel clearances. These have limited B&O piggybacking operations. Mr. Langdon wants to expand that service and get into tri-level-car operations—because "it's good business," yielding "tremendous car-mile earnings."

**BUT THE RAILROADS** must go beyond realistic pricing, Mr. Langdon also says. He thinks a program to make them profitable must have other major phases—contraction of plant through mergers, for example.

**MEANWHILE**, the B&O president told the senators how Congress might alleviate the plight of the railroads, which "are almost through now." He suggested legislation to collect adequate user charges for publicly-provided transport facilities, and to repeal the Interstate Commerce Act's agricultural and bulk-commodity exemptions. These, in turn, leave unregulated the trucking of farm products and the transportation by water of commodities in bulk.



THE OLD . . . conventional ballasted track shown here is typical of much of NYCTA's IRT Division



. . . THE NEW track design has a permanent concrete roadbed to which rail, mounted on rubber pads, is bolted.

## NYCTA Tests Concrete Roadbed

Track 4 of the New York City Transit Authority's Times Square-Grand Central Shuttle line has been designated as the site on which TA's automated subway train will make its public debut (RA, May 15, p. 61). To make sure that the train's electronic equipment will get a smooth ride every time—and that the track will require minimum maintenance over a long service life—the Transit Authority has replaced the

conventional ballasted track with a new design.

The new Track 4 has frozen-joint rails, glued at the joint, mounted on rubber tie pads that are bolted directly to a permanent concrete right-of-way. If the track stands up as well under the high-density shuttle service as is expected, the design will be used in other locations throughout the city.

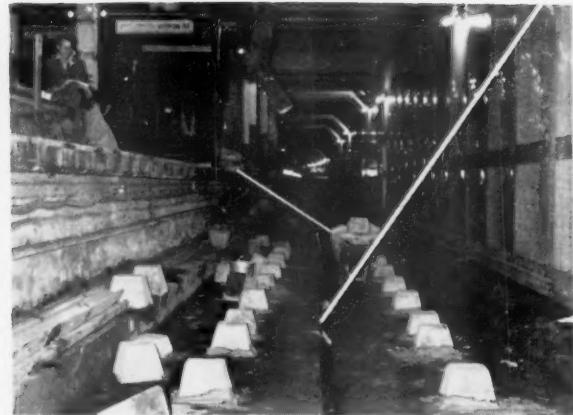
Under the overall supervision of

W. L. Schlager, Jr., assistant general superintendent, maintenance of way, TA's maintenance engineers set a target date of one month for completing the changeover from the old style track to the new. Work on the 2,600-ft project was carried out with a minimum disruption of service. Track 4 was taken out of service, but traffic continued at frequent intervals on two adjacent tracks. (A fourth track in the shuttle is used

## Track Designed for Long Life, Low Upkeep



**SPECIAL RAIL HANDLING CAR** was built by TA forces. Car has an extension boom, hauls 40 tons of rails.



**PEDESTALS** that will support the rail before concrete is poured are lined up after ballast is removed.



**AFTER FRAMES ARE INSTALLED**, but before concrete is poured, any final adjustments that are necessary are made.



**THREE-QUARTER-IN. BOLTS**, 11 in. long, will be set in concrete roadbed to hold the rail firmly in place.

primarily for storage and maintenance work.)

Under the general supervision of Mr. Schlager and Superintendent, Track and Structures, J. J. Quinn, P. H. Buss had responsibility for structure work, G. Boes for track construction and C. Blanco for engineering.

The first step was to remove the ties and ballast of the existing track and strip the roadbed down to the permanent concrete floor of the tunnel. Work was carried out in 600-ft sections. As track was being dismantled on one section, the next section was having ballast removed and the next being made ready for the new track.

The Transit Authority has a special car, built in TA shops, for handling rail in subway tunnels. This car, with an extension boom and a 40-ton ca-

pacity, was used to pick up dismantled rail, while ties were loaded by hand on a work train. A front-end loader was used to remove the ballast.

With the roadbed cleared down to the tunnel floor, concrete pedestals were installed to support the new rail while the permanent concrete was being poured. The new rail was placed on the pedestals in approximately its final location, then blocked and shimmed into place.

Between the rail and the concrete roadbed, the new design calls for rubber tie plates, which were manufactured by Railroad Rubber Products Co. of Ashtabula, Ohio, to Mr. Schlager's specifications. Each 39-ft rail section has 14 of the rubber tie plates, which measure 1 ft by 8½ in. by 1½ in. To secure the rail, ¾-in. bolts, 11 in. long,

are set in the concrete and passed through the rubber pads.

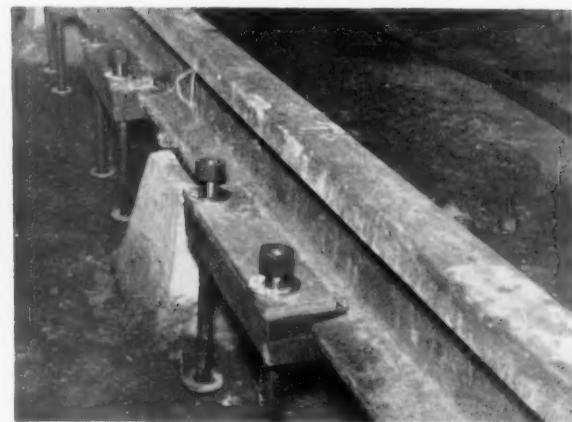
With the pads and bolts assembled to the rail and the rail shimmed into final position, the concrete roadbed was poured. The permanent roadbed is nine ft wide and approximately 8 in. deep. A 4-in. gutter, 2 ft 3½ in. wide, is left in the center.

Joints in the finished track are squared. When the concrete had hardened and the track had been cleaned up, the frozen joints were glued, using Rail Joint Co.'s Bondarc glue process.

The Transit Authority has had another type of rubber-mounted rail in service on another shuttle track for nearly two years. This section, which differs from the present design in using steel channels under the rails, has worked very well, Mr. Quinn reports.



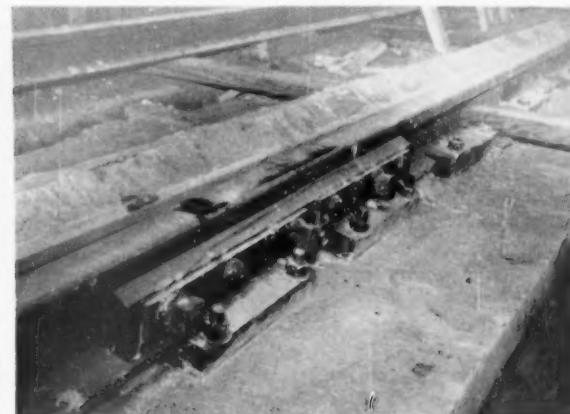
**RAIL IS INSTALLED** in approximate location, then blocked and shimmed into accurate alignment.



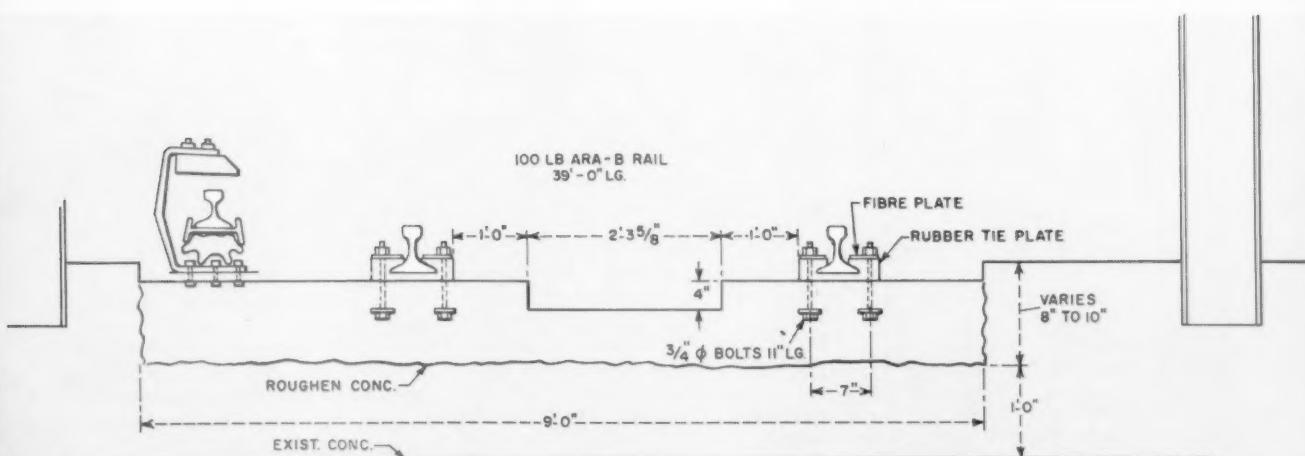
**RUBBER TIE PLATES** are installed, 14 to each rail length. A fibre plate is installed on each side.



**SHIMMED, BRACED AND FRAMED**, track is ready for 8-in.-deep concrete to be poured.



**WITH FRAMES REMOVED** and concrete hardened, track will be cleaned up before joints are glued.



**TYPICAL CROSS SECTION** shows the arrangement of concrete roadbed, bolts, rubber tie plates and rail.



AEROJET-GENERAL, whose equipment is shown above, is providing the mail bag sorter for St. Louis Terminal.



GENERAL ELECTRIC equipment similar to this is to be installed by the Louisville & Nashville at Nashville.

## How New Mail Sorters Help Cut

► **The Story at a Glance:** The latest procedure to return large savings to railroads is mechanized mail sorting. Five railroads already have such a system in service or on order. A sixth, the Washington Union Terminal, is reported to be actively considering such an installation. The Pennsylvania, which just put a new parcel sorter in service in Pennsylvania Station, New York, reports its estimated return on investment of 42% is being realized.

Increased recognition has been given in recent years to the high cost of railroad terminal operations; it is here the greatest effort to cut costs must be made. Mechanized mail handling is one of the latest procedures used to reduce terminal operating costs.

The Terminal Railroad Association of St. Louis has just ordered a mail sorting system from Aerojet-General. The equipment will be leased. This \$2-million belt system will have three different sorters: a preferential sorter for first-class mail in pouches, a non-preferential sorter for parcels loaded in sacks, and an "outside" parcel post sorter for parcels too large for sacks. The preferential sorter is to be completed by November 1961 and the others a year later. The system will employ soft-impact diverters actuated by a memory unit. It will have a daily capacity for 57,000 preferential sacks, 115,000 non-preferential sacks, and 38,400 parcels.

The Louisville & Nashville also has ordered a mailbag sorter. General Electric will supply the system, for completion by March 1962. It will be able to sort 2,400 mailbags per hour (57,600 per day). Sorting-system manufacturers expect two or three additional

railroad orders in the near future.

Three years ago the Pennsylvania installed a mechanized parcel post sorter in Philadelphia. Construction of its second parcel sorter, in Pennsylvania Station, New York, began last January 2. The sorter was turned over to the railroad for full operation on May 10. A year ago the St. Paul Union Depot placed a mailbag sorting system in operation. This two-line system, with a daily capacity of 144,000 sacks is currently handling 51,000 sacks per day. The two sorting conveyors, each 325 ft long, moving at 300 ft per minute, carry mail sacks to 128 carts for transfer to outbound trains. Six keyboard machine operators man entry stations on each conveyor. Like the two PRR sorting systems, the St. Paul system was manufactured by Stewart-Warner through the contracting services of Current Controls Corp. St. Paul, however, leases the equipment through Nationwide Leasing for a monthly rental of \$9,400 on a ten-year lease. PRR owns its equipment.

One big benefit in every case was the speeding up of mail handling. The Pennsylvania reports on its New York installation that whereas previously 75 to 150 carts of unsorted mail were left after each shift, now rarely more than 25 unsorted carts remain. "We are delighted with the smoothness of the new operation," says W. L. Aicher, PRR's New York baggage and mail agent.

Of greater importance to financially hard-pressed railroads are the savings involved. The sorter in New York cost the PRR \$192,000. Related building alterations brought the total cost to \$220,000. The estimated savings were \$92,000 per year (\$108,000 per year op-

erational savings, less increased property taxes). "We will definitely save the figure estimated," says Herman Flait, superintendent of stations, New York Region. "We had a \$6,000-plus saving for April and the equipment was not yet in full operation." Previously, 46 men per 24-hour day were required. Now only 24 men are needed to handle the parcels in a 24-hour period. Far fewer extra men than usual will be required during the Christmas season.

At St. Paul, substantial savings for the depot's eight tenant roads have been reported by B. N. Howery, vice president and general manager of the St. Paul Union Depot. Savings of \$475,000 have been realized for the first 10 months of operation. This does not include equipment rental charges, taxes, and upkeep, but reflects operations during the early break-in period. Compared to "normal" 1957, mail handled at the depot increased by 39,146 "feet"\*\* in 1960, yet man-hours worked (straight time basis) decreased 107,814 hours. Each "foot" of mail handled during the Christmas rush of 1957 required 1.301 man-hours. In December 1960 the figure dropped to 0.836 man-hours. Current savings amount to approximately 15,000 man-hours per month.

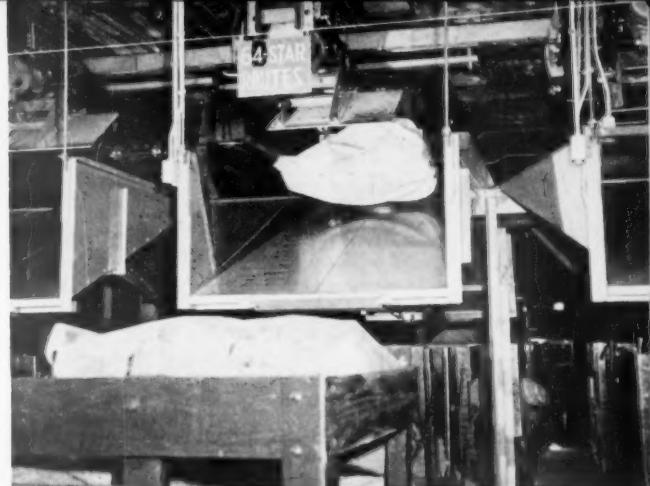
In planning mechanization of sorting, Aerojet, for example, makes the following studies:

- An operational analysis of what is being done.
- A statistical analysis: volume per hour, average day, Christmas peak, plus a factor to allow for growth.

\*In 1961 a "foot" of mail is 17 bags. The figure is checked yearly and revised as required. It is obtained from the average number of mailbags that can be placed in a special checking bin used by the postoffice.



**SPEAKER** uses tilting trays to carry mail sacks instead of conveyor belt. Trays can dump mail to either side.



**STEWART-WARNER** has installed this mail bag sorter at the St. Paul Union Depot. The equipment is leased.

## RR Terminal Costs

- Economic analysis: what cost reduction may be expected vs. the installation cost and net return on investment.

The last item provides the most appeal to railroaders. As testified to by the Pennsylvania's report, in the average case the equipment is paid for in two years. Where the equipment is leased, all charges amount to only about one-third of the savings, allowing two-thirds of the savings to accrue to the railroad's treasury. In planning such a system, however, the interdependence of each function on all the others must be carefully scrutinized to avoid having reduced costs in one area eaten up by increased costs in another.

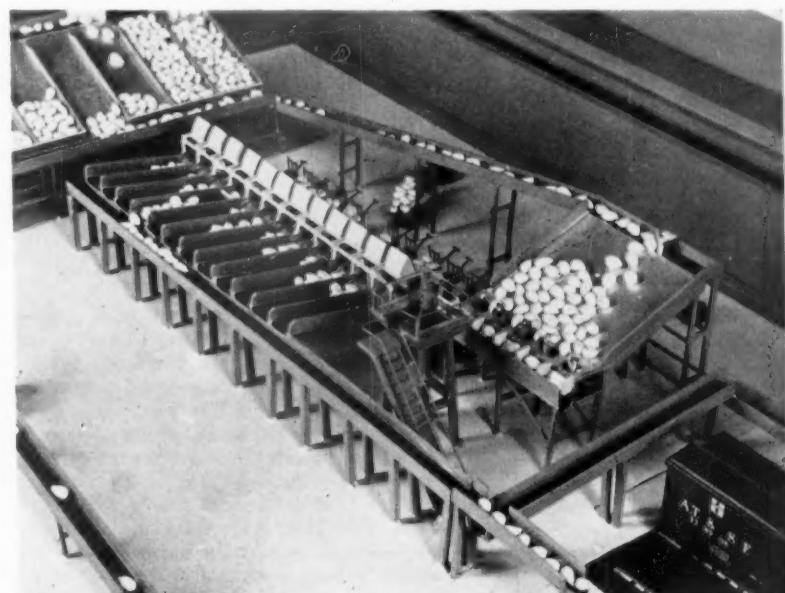
In some places labor has objected to mechanization. However, at least in Pennsylvania Station, New York, the equipment has been well received by the men working with it because of the reduction in physical effort required. The PRR chose January as the time to begin installation because it is a period of seasonal decline in the number of railroad mail handlers. This helped to smooth the transition.

The New York machine handles about 85% of the parcels. The other 15%, which must be hand sorted, includes items marked "fragile," paint cans and other round parcels which would tend to roll, and very thin packages, such as film cans. The positions of articles on the belt must be retained for proper unloading, thus the restriction on round objects. The diverter which pushes parcels from the belt at the proper position clears the conveyor belt by a margin high enough to miss very thin parcels. On the other hand, large parcels, including army foot lockers, are easily handled by the machine.

The parcel sorter in New York can handle 1,500 parcels per hour (36,000 per day). The current average is 17,000 parcels each day. At the Christmas peak, 30,000 parcels per day are sorted. The machine provides for 25 separations. At present, all mail is trucked to and from the sorter. A chute under construction will deliver parcels directly from the postoffice above the tracks. Three patterns of parcel traffic obtain: from railcars to the postoffice, from railcars back to other railcars, and from

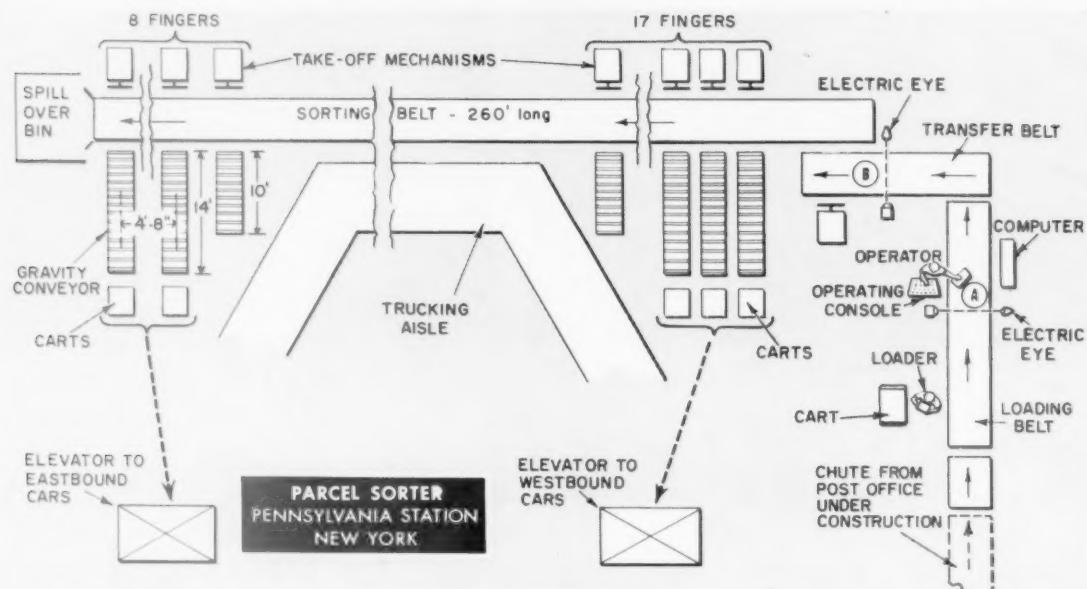
the postoffice to the railcars.

The parcels are placed on the belt by a man called a "loader." (When the postoffice chute is completed, PO parcels will drop directly onto the belt.) Next, a man called a "marker" reads the label and chalks the destination code number on the package. The belt conveys the package past the keyboard operator, who punches a numbered button corresponding to the destination. During light periods, the marker is eliminated and the keyboard operator reads the labels. An electronic memory remembers the position of the parcel on the belt. When the parcel reaches the point where it is to leave the belt, a diverter mechanism pushes the parcel



**MODEL OF AEROJET SYSTEM** shows mail arriving via belt (lower left) and diverted to live storage at extreme top left. Mail is taken from bins and coded by operators, then diverted to carts (top) or collector belts. Sacks move in "slugs" from collector belts direct to waiting railcars.

# Pennsylvania's New Parcel Sorter



PARCEL SORTER receives packages from loader or via chute from P.O. At "A," photocell stops belt until operator pushes destination number. Parcel is then conveyed

to the transfer belt, where photocell at "B" stops belt with parcel accurately centered on "pusher." There it is transferred, accurately timed, to the final sorting belt.



OPERATOR pushes button corresponding to label destination. Helper chalks number on package during peaks.



ELECTRONIC MEMORY in computer activates diverter at proper instant to push parcel onto gravity conveyor.

off the belt. This take-off mechanism uses a flat plate with straight-line motion for parcels. (Paddles with curvilinear motion are used for mail bags.) At this point the parcel, along with others for the same destination or routing, is loaded onto a cart for transport to the railcar. The take-off points are assigned for minimum movement to the railcars.

The accompanying diagram illustrates the arrangement at Pennsylvania Station, New York. An unusual feature there was the necessity to split the sorting "fingers" into two groups to accommodate a trucking aisle. Ordinarily,

the fingers would be in one solid group.

Three manufacturers—Aerojet-General, General Electric, and Stewart-Warner—use a conveyor belt with a mechanism to push the mail sack or parcel from the belt at the appropriate sorting destination. A fourth manufacturer, Speaker Sortation Systems, uses a conveyor consisting of a series of fibre glass trays. When the appropriate sorting destination is reached, the tray is tilted, discharging the mail. The tray can be made to tilt to either side to increase the number of separations for a given conveyor length. At one warehouse installation, the Speaker system is

sorting 14,400 parcels per hour to 820 sorting destinations.

Mechanized mail sorting by railroads is off to an active start, with three systems working and two under construction. Considering union stations, terminal companies, and other points of dense mail traffic, leads to the conclusion that there are at least 55 points where railroads could profitably employ a mechanized mail sorter. Now that such systems have demonstrated their ability to speed mail handling and develop sizable savings, railroad installations are likely to be made at a quickening pace.

# What Are Big RR Questions?

To the Question and Answer Editor:

I have two questions to suggest:

(1) Does railroad management really have the increased discretion in pricing which it feels the Transportation Act of 1958 gave it?

On this, I suggest, if I may, that it does not, in spite of the feeling of many, and that the ICC now has under the destructive rate practices provisions of the National Transportation Policy, as it had following 1940, the right to disregard the revised Rule of Rate Making, as long as the ICC follows its present policy without successful interference by anyone. Many of those who replied to your questionnaire on rate freedom [RA, Mar. 27, p. 15] mentioned the importance of this; in spite of the supposed greater freedom, the ICC has not followed through the supposed results of the Paint Case. (See my article in the December 1960 issue of the I.C.C. Practitioners Journal.)

(2) Does the railroad industry prefer that the graduates it employs in positions other than those requiring an engineering background be trained in liberal arts or in business administration, or a combination of the two?

Since the Gordon and Pierson Reports, there is a growing, but unwarrantable increase in those who contend that the ability to apply knowledge in the analysis of current problems is confined to those who have completed a liberal arts major. I feel that this is currently being overemphasized and that there is nothing wrong in teaching a young man to make a living, and further, that the new employee should be able to "pull his own weight" (in other words contribute something) while he is training. [At Kent State, for example.] We have a balanced curriculum in our transportation and traffic management major, with almost half of the required number of hours being in liberal arts courses, while our offering in our major is better than most schools.

I would like to quote from an article, "Collegiate Law, the Citizen and Business," by Dr. Ronald Anderson, Professor of Law and Government, Drexel Institute of Technology, Philadelphia:

"It is claimed that students should only be taught generalizations and that specialization is undesirable. Of necessity, a large portion of each student's learning will, at best, be generalizations because in the limited span of his stu-

dent days it is not possible to do more than skim the surface of many areas. While this is true, we must not accept generalization as the one goal of education. When everything is taught in terms of generalizations, the young student will be misled into thinking that everything can be solved by a generalization; and, worst of all, he will think that because he knows some generalizations about some things he knows everything. *If, on the other hand, the student is required to learn some area intensively, he should be better able to think, analyze and decide.*" (Emphasis supplied.) —Newton Morton, associate professor of transportation, Department of Marketing, Kent State University.

## More Short Lines Needed?

To the Question and Answer Editor:

The following is a question that I feel should be of interest to most railroaders and shippers.

"Why not short lines instead of abandonments?"

Abandonments of branch lines are usually the result of a combination of a reduction in revenue and increased operation and maintenance expenses.

These expenses are, to a large extent, the result of the current labor agreements under which these lines must operate. Many of these branch lines could be operated successfully as short lines. Provision for the guarantee of loans could assist in providing the necessary capital. Thus the traffic would be saved for the railroads and some of the necessary jobs salvaged. The communities served by these lines would benefit through retaining rail service.—Robert W. Chapin, transportation consultant.

## Mergers and Competitive Rates

To the Question and Answer Editor:

With all the merger talk we hear today, we can visualize just a few large railroad systems. Current talk is for two large systems in the East. If these mergers take place, what effect will this have on the ability of the shipper to negotiate for favorable freight rates? Will this not create a situation where shippers will be forced to go to the ICC for reductions in their rates or for the establishment of favorable rates to cover new shipments, especially where the products concerned are not susceptible

A forum for railroaders who want to explore questions of importance to their industry, this department welcomes both questions and answers from readers at all levels of responsibility in the industry and associated fields. We'll pay \$10 to any reader submitting a question that forms the basis for a column discussion. Address correspondence to Question and Answer Editor, Railway Age, 30 Church St., New York 7, N. Y.

to transportation by other modes?—F. C. Atherton, assistant traffic manager, J. M. Huber Corporation.

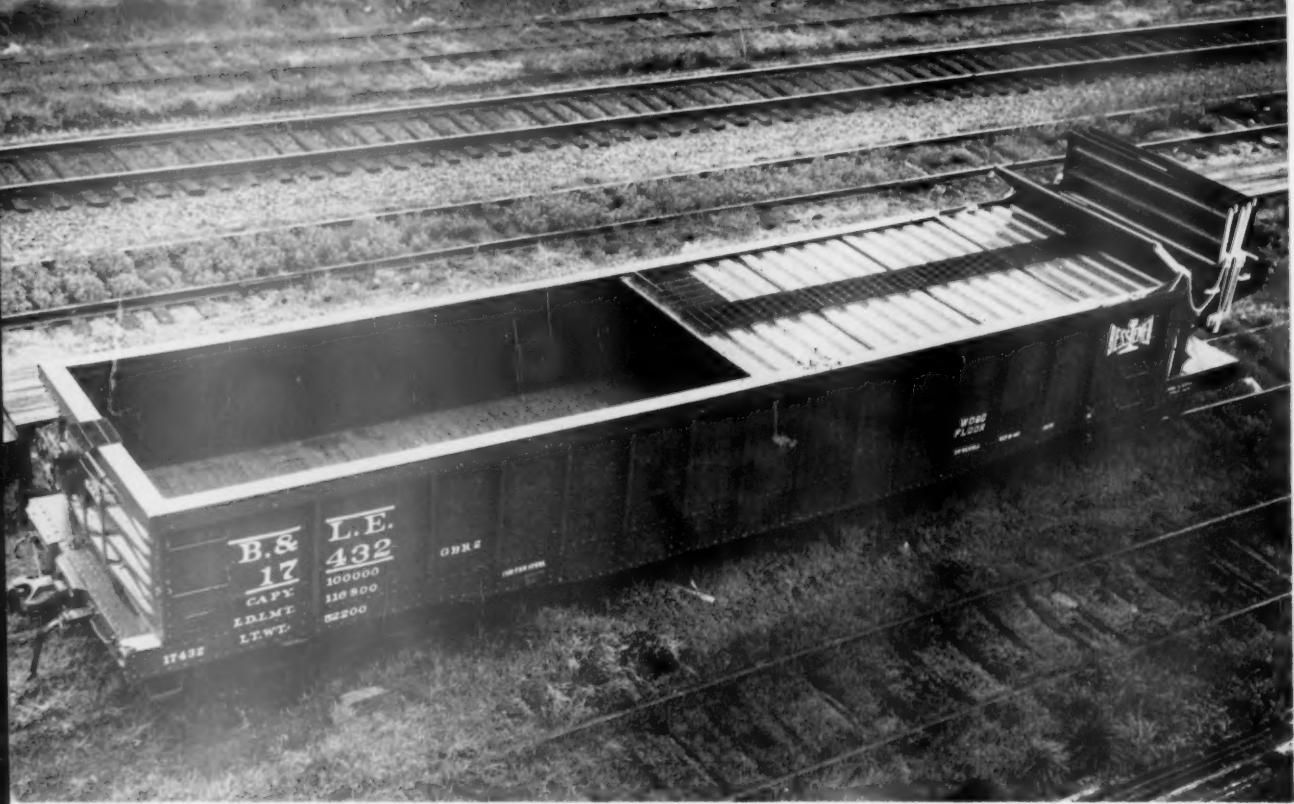
The question Mr. Atherton raises is one that many shippers have pondered. There is no doubt that the existence of an alternative method of shipment makes it easier to negotiate favorable freight rates. On the other hand, proponents of mergers point out that, even in areas where there is only one rail route, pressure from other modes will usually keep rail rates competitive. Let's hear from readers who have had experience with this situation. How many commodities are there that are not susceptible to transportation by other modes—and thus need competition between rail lines as a bargaining point for rates?—Editor.

## PASSENGER QUESTIONS

For Railway Age's annual passenger traffic issue, which appeared on May 15, we invited readers to send us passenger-traffic questions they would like to see discussed. Some of the questions appeared May 1, p. 38. Other questions—and answers—appeared May 15, p. 42, and June 12, p. 15. Here's another reply to the question, "Do special low-cost dining car meals tend to reduce dining car losses?"—Editor.

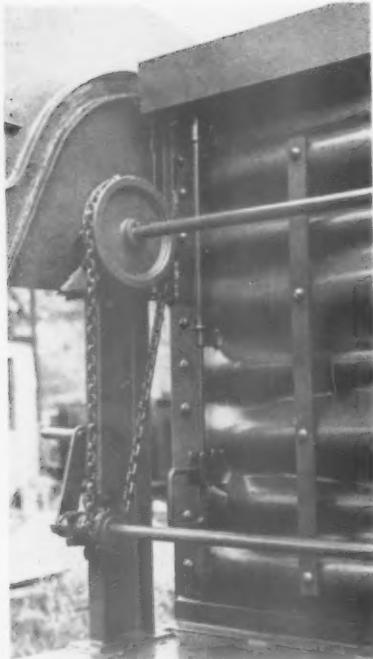
To the Question and Answer Editor:

With reference to the questions on dining car service [RA, May 1, p. 38], PRR's experience has been that special low-cost dining car meals do not tend to reduce dining car losses, nor do they, of themselves, induce more passengers to use rail service.—S. N. Phelps, manager, dining car service, Pennsylvania.



OPENING AND SELF-STORING ROOF is to be produced as a unit ready to be installed on cars.

## New Sliding Roof Is Offered



CRANK, lock, and chain-drive mechanism are located below storing ramp.

The first U.S. application of an integral, waterproof, sectionalized roof for gondola cars has just been completed.

The self-storing roof consists of a series of interlocking ribbed sections. It is supported by rollers and moved by a precision-built endless-chain system operated by a hand crank at the end of the car.

The roof was installed by Railroad Supply & Equipment, Inc., U.S. licensee of the International MacGregor Organization. IMO developed the roof as a cover for ship hatches.

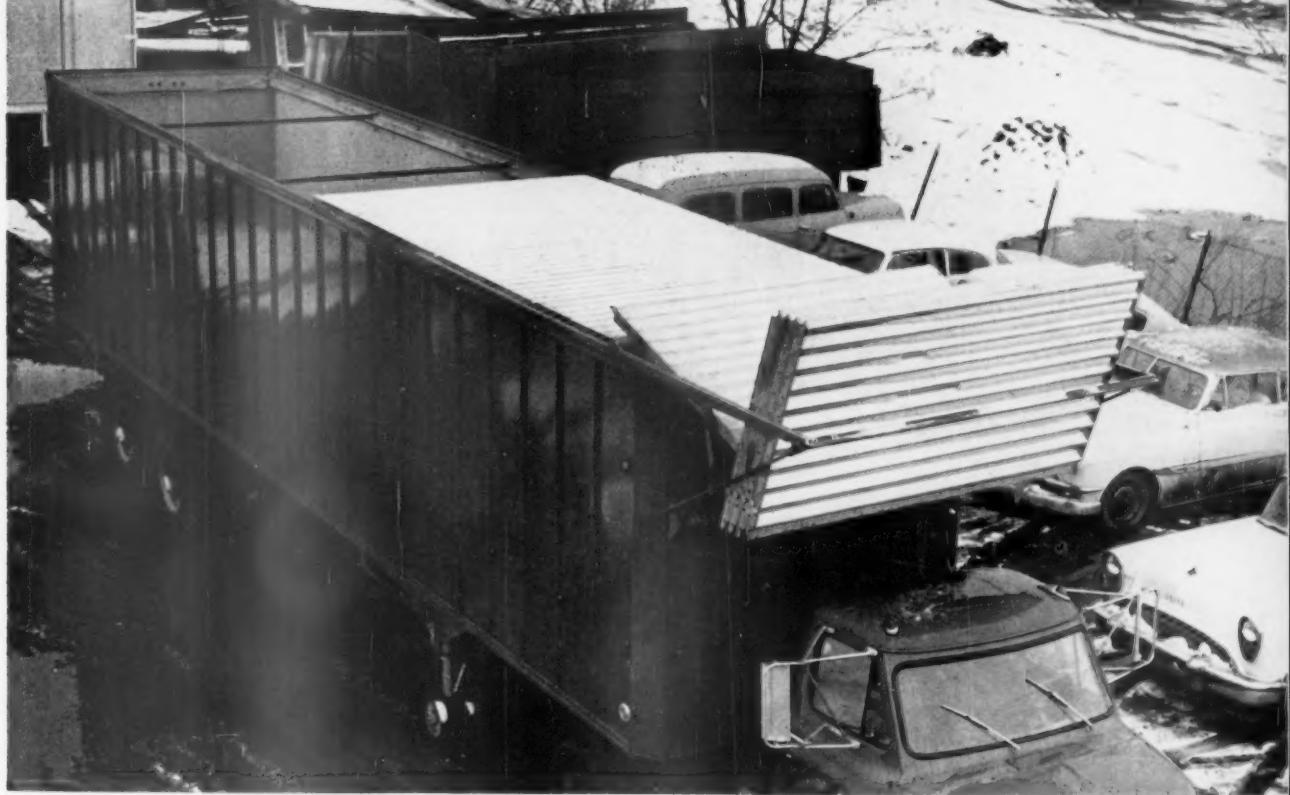
A 46-ft Bessemer & Lake Erie gondola car was used for the first U.S. installation. The car was equipped with eight roof sections patterned after smaller roofs in service on more than 2,000 European freight cars.

Covered gondolas have gained rapidly in popularity with U.S. shippers in recent years. To eliminate expensive packaging of coil and strip steel, tin plate and similar products, American railroads have been providing weather-proof open-top cars equipped with removable or folding hoods, or removable sectionalized roofs. The MacGregor integral roofs have been widely used in Europe as replacements for

tarpaulin covers on open cars. RS&E is now offering the MacGregor roofs as an alternative to the removable hoods and covers which have attracted U.S. shippers. The MacGregor roof is expected to find applications on other types of cars and may make possible new methods for handling various products.

Each MacGregor roof section rests on a pair of flanged rollers which run on tracks mounted on the car's top side angles. Tracks, rollers, and the edges of the sections—along with the endless chains attached to each side of the panel most distant from the driving crank—are housed in a box-shaped structure formed by a pair of angles bolted to each side angle. This arrangement is designed to form a waterproof enclosure for the sides of the sections when the roof is in closed position. Ends of the sections lap over each other so that the transverse joints are also waterproof.

To open the sectional roof, a lock adjacent to the hand crank is released. Movement of the crank moves the chains extending down both sides of the car so that the leading roof section at the far end of the car is pulled to-



TRAILER ROOF APPLICATION has been followed by the design of similar arrangement for box cars.

## for Freight Cars and Trailers

ward the operating crank. The leading section pushes each intermediate section toward, and into, the storage ramp as it is pulled down the length of the car. The chain and drive, manufactured to close tolerances, form a positive drive without slippage, producing completely smooth operation. All rollers have Oilite bushings so they will never require lubrication.

### **Storing Ramp**

In addition to its main rollers, each roof section has a set of guiding rollers. The guiding rollers tip each section into its vertical storage position as it reaches the end of the car. The storing ramp slopes downward so the sections automatically move to occupy a minimum of space.

During closing of the roof, the guiding rollers return each section to the horizontal position. The endless chain again moves the leading section. This section is linked by a pair of short chains to the section immediately behind it. Each succeeding section is similarly connected to the one behind. As the leading section is moved down the car, its pull lowers each section to inter-

lock with the one ahead and then rolls it to its final, fully closed position.

Although the overlapping of the sections and the gutters which form the chain runway keeps rain from entering the car, there is some ventilation through the overlaps. This, according to designers, is an advantage for certain lading. Following the first U.S. installation at Scranton, Pa., and after mechanical testing, the waterproof aspect was tested by hosing the car with water at 120 psi pressure. There was no seepage. Five years' operation in Europe has shown that moisture does not enter even when cars are running at high speeds.

Storage of the roof sections sacrifices some cubical space. The B&LE gondola was cut back 46 in. to install the storing ramp. According to engineers, the production model for a 46-ft. gondola will provide an inside body length of 42 ft. 4 in. If running boards were ever to be eliminated, the inside length would then become 43 ft 5 in.

Railroad Supply & Equipment also completed a MacGregor roof installation on a highway trailer currently under study by a major trailer manufacturer. RS&E also has designed a box

car application and is completing details for reinforcing the bodies of existing box cars to bring them back to their original strength after installation of MacGregor roofs.

A. R. Frampton, president of RS&E, has announced that his company soon will be producing a self-contained unit ready for installation. He points out the B&LE gondola equipped with the MacGregor roof was built 21 years ago. Despite the presence of considerable body distortion, the roof was installed without complication and can be closed and opened as readily as if it were on a new car.

The crank is operated by one man. The cranking pressure required is about 10 pounds. At a normal cranking rate, the roof can be closed or opened in less than 2 minutes. Because roof sections are joined with each other only by the short chains, it is possible to replace any damaged section by simply lifting it from the storing ramp and substituting a good section.

All intermediate sections, pocket wheels, rollers, and other parts will be of one size, regardless of car length, so as to provide the greatest possible interchangeability.

# PARAGON BRIDGE

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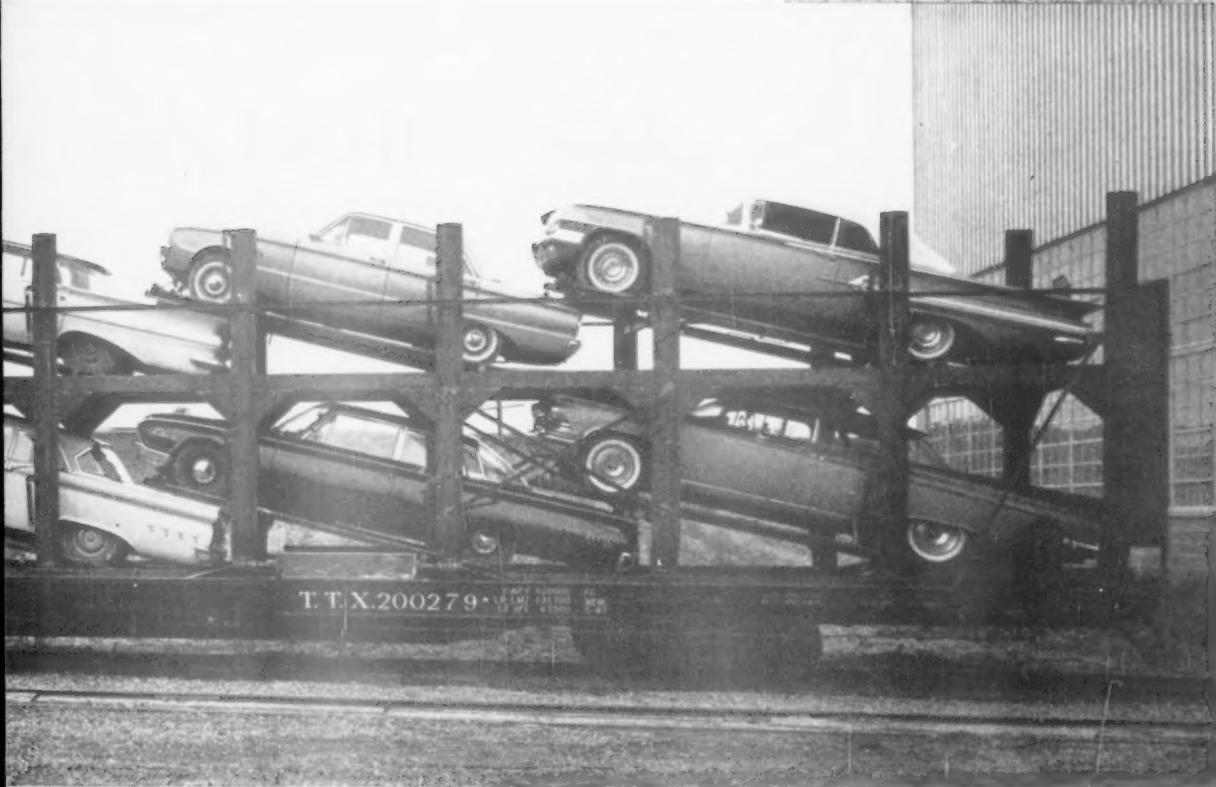
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**FIRST STEP** (above) is removing joint bars from both rails and the rail anchors from the rail that is to be moved for squaring up the joints. Truck crane (below) lifts 39-ft track panel from its bed and sets it to one side. A special spreader sling with four rail tongs holds the panel horizontal.



TRACTOR SHOVEL excavated track bed deep



## IHB Lowers

► **The Story at a Glance:** The Indiana Harbor Belt has completed a program to provide adequate clearances under bridges for tri-level auto-rack cars. Tracks at four locations were lowered in amounts ranging from 8 in. to 20 in. Basically, the procedure used called for removing tracks in panels, excavating the roadbed to the desired depth, and replacing the panels.

The Indiana Harbor Belt encountered a clearance problem when it decided to accept tri-level auto-rack cars for movement from Hammond, Ind., to Franklin Park, Ill.

The road had been able to handle bi-level auto-rack cars. But the tops of tri-level-car loads range up to 19 ft above top of rail. There were four locations on the IHB where tri-levels could not clear under bridges. To provide adequate clearances, the road lowered its tracks at those points.

At three locations where such work was done there were two main and two passing tracks. At the fourth location there were two main tracks only. By confining the haul of tri-levels to one of the tracks, only that track had to be lowered, thus minimizing the cost. Depths to which the tracks had to be cut down ranged from 8 to 20 in.

One of the more extensive projects was that at LaGrange, Ill. There, two main tracks and two passing tracks of the IHB pass under a bridge carrying three main tracks of the Burlington



enough to provide 12 in. of fresh ballast under the ties when track is at new grade. Waste material was hauled away by trucks.

## Track for Tri-Level Auto Racks

Lines and then, about 200 ft east, under the Ogden Avenue bridge. At the latter structure there was no clearance problem. But at the Burlington bridge an additional 20 in. of clearance was necessary. It was decided to lower the eastbound passing track, an outside track used by traffic in both directions at this point.

The lowered grade line was made level for 100 ft on each side of the Burlington bridge. The long tri-level cars would thereby be at maximum clearance while any part of the load was passing under the structure. Reverse vertical curves were used to join the ends of the level portion with the existing grade at points 700 ft from each side of the bridge.

The plan for carrying out the work was the same for all four track-lowering projects. It included removing the track for the entire length of the project, excavating deep enough to provide 12 in. of ballast under the ties, and restoring the track at the new grade.

To expedite operations, the procedure called for "squaring" the joints of the existing track so it could be removed and later replaced in 39-ft panels. The first step was to remove the joint bars from both running rails. A Raco wrench having a traverse carrier was used by two men to remove the nuts from bolts on both rails. Two other trackmen removed the bolts and bars, casting them on the adjacent main track.

To permit squaring up the joints,

three men removed the rail anchors from one running rail, also casting them on the adjacent track. Next, an International Harvester TD-9 crawler tractor equipped with a Drott bucket was used to push the rail until the joints were opposite those on the other running rail. In this operation the pushing was done with the edge of the bucket. Men with bars followed the leading end of the rail being pushed so they could raise low ties to insure that the rail flanges would be guided over the plates and under the spike heads.

A 30-ton-capacity truck crane was then used to lift the track panels out of their beds and set them to one side. A special spreader lift frame, having four rail tongs, was devised for this. Aside from dodging under high-tension power lines and dropping the boom to get under "tell-tales," no problems were encountered in removing the track panels until the crane reached a crossover turnout. The turnout was pulled to one side by the crane, aided by the TD-9 crawler tractor and a Pettibone Mulliken Speed Swing. The turnout, no longer needed at that place, was later dismantled.

Removing the track panels under the two bridges was another problem. With its 50-ft boom lowered to get under the bridges, the truck crane did not have sufficient lifting power to root out the track panels and carry them. Therefore, the TD-9 tractor-shovel and Speed Swing were used to raise each end of a

panel by chains and carry it to a point where the truck crane could lift and stack.

When several track panels had been removed, an I-H TD-15 crawler tractor with a 2½-cu-yd Drott shovel bucket, assisted by the smaller tractor-shovel, began the excavation work. The material was loaded into dump trucks for disposal in a nearby low area. To guide the tractor operators, the depth of the cut had been previously marked at regular intervals on the web of the nearest rail of the adjacent main track.

From map records it was known that sewer lines were under the tracks and had to be found before excavation could proceed to any depth. When found by digging trenches, measurements indicated the sewer lines were sufficiently deep for the excavation planned. Underground signal lines, on the other hand, had to be temporarily relocated until excavation work had been completed. Also, a railroad-owned sewer and a water line, which paralleled the track, had to be removed and a telephone conduit lowered.

Maximum depth of the excavation was 48 in. under the Burlington bridge. When this work had been completed, the truck crane set the track panels back in place, the joints were left where they were, ballast was applied and the track surfaced and lined.

For this work the road used a Nordberg power jack, a discer and broom and a Power Ballaster.

# LETTERS FROM READERS

## At the Crossroads

New York

To the Editor:

I want to congratulate you on the excellent analysis . . . "Passengers at the Crossroads" (RA, May 15, p. 9).

I believe that the problem of bringing our railroad passenger service up to date, and making it the truly effective service that it could and should be, is too big for the individual railroads to cope with. I believe that we must have a centralized authority and that such an authority should be organized and supported by our privately owned railroads themselves, rather than wait for the nationalization of the railroads, which is sure to come unless railroad management takes the initiative to set up such an authority, to modernize and improve our railway passenger system on a nationwide basis. If this problem cannot be solved effectively by a combination of main and subcommittees, then it should be done through the

establishment of a national railroad passenger service corporation, with a single intercity and commuter passenger terminal in each city, and using the most direct rail routes and facilities between our population centers in a manner to give the traveler the fastest and best possible service, including centralized ticket and reservation service in each city. . . .

Ray Louis Fischer

## Train-Off Ruling Challenged

Maywood, N.J.

To the Editor:

In your Feb. 6 issue you carried a "You Ought to Know" item with regard to the ruling by Division 4 of the ICC to the effect that Section 13a(1) of the Interstate Commerce Act does not apply to rail-bus service of which the rail segment is intrastate. [Railway Age reported that the ICC had dismissed, for lack of jurisdiction, a train-

off notice under which the New York, Susquehanna & Western proposed to discontinue New York City commutation services involving rail operations between Butler, N.J., and Susquehanna Transfer, and bus service between the latter point and New York.] I thought you would be interested in learning of the latest developments in this case . . .

By order dated May 10 in Finance Docket 21417, the full ICC affirmed the January 18 order of Division 4 . . . On May 18, the railroad filed a complaint in the U. S. District Court for the District of New Jersey, challenging the ICC's decision and requesting the convening of a three-judge court to hear and determine its validity. Under the special statutory procedure for review of ICC orders, the losing party in this court will have the right of appeal to the U. S. Supreme Court, so it is quite probable that a Supreme Court decision will be rendered. . . .

Walter E. Zullig, Jr.

## RAILROADING AFTER HOURS WITH JIM LYNE

**'FREE MARKET' VANISHING**—My regular and dependable Cambridge correspondent, Southworth Lancaster, writes to suggest that, "when a free market is assaulted by pressure groups, it is no longer free." There is, for example, not much pressure group activity involved in the business of local retailing (except, maybe, where the big chain stores are involved)—but, in transportation, it certainly isn't the free market that determines the amount of investment that is going into highways or waterways.

Mr. Lancaster, whose experience includes both railroading and university teaching, suspects that the free market has all but disappeared in transportation. We will get it back when and if rate regulation is relaxed, and when all transportation facilities are put onto a 100% user-pays basis.

**OUR OWN 'PEACE CORPS'**—W. C. Pletz, PRR movement director at Cincinnati, tells me that he is exchanging correspondence with a citizen of India who is doing the same kind of work on the Indian Railways that Mr. P. is doing on the PRR. This correspondent in India asks questions about U.S. railroading which Mr. P. answers to the best of his ability. Mr. P. wonders whether the kind of "foreign aid" the U.S. is extending might not be supplemented (or, to some degree supplanted, at less expense) by sending people in foreign countries the U.S. business and technical publications that would keep them up-to-date on U.S. practices in their own specialties.

I'd supplement that suggestion by one of my own—namely, that an interchange of correspondence and technical literature between railroad men on this continent, with their counterparts in other countries, should be encouraged in every way possible.

**REAL FRIENDS OF RAILROADS**—Reader Malcolm Patterson would

like to accumulate a fund from friends of the railroads to reprint editorials from Railway Age and other railway publications—"as paid advertisements in newspapers."

Mr. Patterson says that he and other well-wishers of the railroads do a lot of letter-writing to newspapers in the railroads' behalf—but too few of such letters get printed. Meantime, he regrets that so much informative reading matter appears in railroad magazines which never reach the general public.

Assistant Electrical Engineer E. H. Werner of the N&W would go a step further. He is prepared, for himself, to subscribe to Railway Age in behalf of the editor of an on-line newspaper; and believes other railroaders would be willing similarly to "adopt" the editors of local newspapers.

**SUPERINTENDENTS AS SALESMEN**—A. N. Peters of Fresno says our report on the Frisco's combination of operating department and sales duties (June 5 issue) is a "milepost the railroads should have passed 35 years ago."

He recalls, some years ago, when an operating department turned down sales department requests for unusual handling, and firm commitments as to delivery—commitments that it is now, belatedly, willing to concede. Mr. Peters winds up with this significant statement:

"The railroads should take a page from the trucking business, and make all superintendents traffic men first."

I would not suppose an operating department man could be expected to master all the complexities of rate-making but, when it comes to the equally important service side of successful selling—operating department participation is just plain indispensable.

## ICC CLEARS PLANS III AND IV (Continued from page 10)

tions of undue prejudice or preference under Sections 2 or 3 as a basis for condemning the rates. It explained:

"Those allegations are based on the unpublished rental for equipment use and charges for loading and unloading of lading into and out of trailers, and drayage services, which, as we have indicated previously, might be the source of illegal rebating for which the carriers are subject to criminal prosecution, but they do not ipso facto show that the carriers are demanding a greater or less compensation for a like and contemporaneous service, or are subjecting any shipper to undue or unreasonable prejudice, in connection with the transportation they hold themselves out to perform in their tariffs."

"While potential unjust discrimination, in certain circumstances, might be found, the potentiality is inherent in the nature of the tariff . . . and may not rest alone on speculation. In other words, we cannot find that Plans III and IV, openly published and available without collateral qualification to all shippers at the same location, are unjustly discriminatory because the opportunity exists for the carriers, outside of the tariffs, to engage in criminal rebating."

The report then went on to emphasize that Sections 2 and 3 "are intended to protect shippers, not competing carriers." And only one shipper, the Pacific Coast Wholesalers Association, contended that the tariffs were unlawful, its contention resting "on the grounds that it could not obtain flat cars nor solicit traffic for eastbound movement to avoid empty return." Here's how the Commission disposed of that one: "Difficulty in making beneficial use of rates does not establish that they are unjustly discriminatory or unduly prejudicial."

As to motor-carrier allegations that the assailed rates constituted "unfair and destructive competitive practices in contravention of the national transportation policy," the Commission noted that the allegation relies on the low percentage of first-class rates represented by the Plans III and IV charges reduced to the 100-lb. basis, and on claims that high-grade carload traffic will be diverted to the piggy-back service.

"We are not here passing upon the wisdom of the assailed plans, but on the issue of whether they are lawful under the provisions of the act which we administer," was the Commission's comment. It also quoted from a previous report in which it had said that decision on whether a proposed truck-competitive service is that best adapt-

ed for the purpose "is a responsibility of management and we are not managers of the railroads."

The report went on to refer to the 1958 Transportation Act's rate-freedom provision, which is now Section 15(a) (3) of the Interstate Commerce Act. It stipulates, as the Commission put it, "that the rates of a carrier shall not be held up to a particular level to protect the traffic of any other mode of transportation, giving due effect to the objectives of the national transportation policy."

"The cost evidence," the Commission's report continued, "indicates that the rates and charges exceed the cost of the services and provide a substantial contribution to the overhead burden. There is ample evidence of the large volume of intercity traffic which has been moving in unregulated carriage. Even though the freight forwarders and consolidators account for

the great bulk of the traffic which moves in the assailed services, it cannot be said that much of that traffic would not be moving in unregulated transportation were it not for such services."

"The testimony of three motor carriers regarding traffic lost to Plan III service, partially refuted by testimony of shippers, does not indicate that any of them, much less the motor carrier industry as a whole, is in peril of destruction if the assailed rates are approved. In one instance, the carrier handled substantially more tonnage in December 1958, after the inauguration of Plan III service, than in December 1957. The rates and charges considered herein are the end result of an effort by the respondent railroads to regain traffic lost mainly to unregulated carriage and to maintain their position as a strong partner in the national transportation system."

## Common-Carrier Needs Cited

Railroad spokesmen last week advised Congress that a program to halt the decline of common-carrier transportation must contemplate "resolute and timely action on a combination of fronts." They warned that "the well-being if not the virtual existence, of common carrier transportation is being threatened by the magnitude of unregulated carriage that has developed and which in recent years has grown in startling degree."

The spokesmen were two officers of the AAR—General Solicitor William M. Maloney and Economist Burton N. Behling. They made their statement to the Senate Commerce Committee's Surface Transportation Subcommittee.

Other presentations at the hearing included that made for the Transportation Association of America by its executive vice president, Harold F. Hammond, and by one of its directors, Charles H. Beard. They recommended restricting the government's use of Section 22 rates, preference for regulated carriers in the procurement of transportation for the government, and repeal of the Interstate Commerce Act's commodities clause which prohibits railroads from transporting commodities they own or produce—except their own materials and supplies.

Recommendations of Messrs. Maloney and Behling called for repeal or extension to railroads of the act's agricultural and bulk commodities exemptions which leave unregulated the trucking of farm products and water

transportation of bulk commodities, adequate user charges on public transport facilities, relief for the railroads from burdensome and discriminatory taxation, and freedom to diversify, i.e. to operate other modes of transportation.

The railroads, as Mr. Behling put it, will also continue to be "vitally concerned" about "effective steps to check the upthrust of labor costs," and "progress of mergers to eliminate excessive duplication of facilities and thus to achieve greater competitive efficiency for the railroads."

## Dividends Declared

**ALLEGHENY & WESTERN**—guaranteed, \$3 semi-annual, paid July 1 to holders of record June 16.

**BEECH CREEK**—50¢, quarterly, paid July 1 to holders of record June 15.

**CANADA SOUTHERN**—\$1.50, semiannual, payable Aug. 1 to holders of record June 23.

**CANADIAN PACIFIC**—75¢, semiannual, payable Aug. 1 to holders of record June 23.

**CHESAPEAKE & OHIO**—common, \$1, quarterly, paid June 19 to holders of record June 1.

**CHICAGO, ROCK ISLAND & PACIFIC**—40¢, quarterly, paid June 30 to holders of record June 22.

**EAST PENNSYLVANIA**—\$1.50, semiannual, payable July 18 to holders of record July 1.

**MAHONING COAL**—common, \$10; 5% preferred, \$1.25, semiannual, both paid July 1 to holders of record June 26.

**MASSAWIPPI VALLEY**—\$3, semiannual, payable Aug. 1 to holders of record July 1.

**NEW YORK & HARLEM**—common, \$2.50 semi-annual; preferred, \$2.50, semiannual, both paid July 1 to holders of record June 15.

**NORTHERN CENTRAL**—\$2, semiannual, payable July 17 to holders of record June 30.

**PIEDMONT & NORTHERN**—\$1.25, quarterly, payable July 20 to holders of record July 5.

**PITTSBURGH & LAKES ERIE**—\$1.50, quarterly, payable July 14 to holders of record June 30.



### Paragon's New Auto-Loading Rack: Three in Two

The "Bi-Tri" auto-loading rack has been unveiled by Paragon Bridge & Steel Co. It has two stationary decks like present bi-levels, but, through slanted stacking, can carry 12 standard-size automobiles like present tri-levels. When loaded with 12 standard-size Fords, the

overall height is 16½ ft. Representatives of more than 25 railroads as well as major automobile manufacturers attended the first public showing of the device at Novi, Mich. (RA, June 26, p. 68). Paragon reports that all were "favorably impressed."

## Integral Train Is Under Study

The cost of moving coal, ore and other bulk commodities may be drastically reduced—if a new kind of freight train now being studied proves practicable. Thirty-five railroads, including the major coal-carrying lines, have announced that they are participating in a study of possible benefits from semi-permanently coupled, "integral" trains. First news of the study came last week from a committee of railroad executives, which includes B&O Chairman H. E. Simpson and Presidents W. J. Tuohy of the C&O, W. H. Kendall of the L&N, A. E. Perlman of NYC, F. S. Hales of the Nickel Plate, S. T. Saunders of N&W, and A. J. Greenough of PRR.

The consulting engineering firm of Theodore J. Kauffeld, of New York, has been retained by participating railroads to complete the study of the new concept, which was described by J. G. Kneiling, staff consultant in the office of the Kauffeld firm, at the February meeting of the New York Transportation Research Forum (RA, Feb. 20, p. 40). The initial study applies to coal being transported to major bulk consumers, such as electric utility generating stations and steel mills, as well as to seaports for export. The basic principle, however, could apply also to other bulk commodities, such as ore, stone, grains, and crude oil.

"We expect to be able to achieve a trainload as large as 25,000 tons of a

single commodity—double our present trainload capacity—with a specially designed 'integral' train with the motive power built in," the committee of railroad executives reported. The train "will operate between distant points at a high speed," the report continued, "holding promise of overall terminal-to-terminal speed unattainable by any other form of bulk-commodity transportation. With special loading and unloading facilities, we will slash costs at the same time."

Savings in time and expense would come about through avoiding intermediate handling of cars. "What we propose," the committee said, "is to apply to railroading the basic idea of the ocean bulk carrier. The vessel arrives in port to find its cargo waiting, loads it quickly, proceeds to its destination port, unloads quickly and is ready for another cargo. If the coal requirements of a single customer were to be accumulated at the mining area to provide a 25,000-ton load, such as for an electric generating station, a steel mill, or a ship headed for Europe, it could be handled over the railroad much more efficiently in one uninterrupted operation.

"The new type train will do that. It will be scheduled to arrive at the loading point when the shipment is ready, load quickly, operate speedily over the railroad, stopping only to change crews, arrive directly at the

destination terminal, unload, refuel, and be serviced, then be ready in a matter of hours, to return to the same mine or proceed elsewhere for another load of coal."

It appears the integral train would differ considerably from present equipment. The high-capacity cars would be specially designed to handle only one commodity efficiently. The semi-permanently coupled train would not normally be broken up. Diesel-electric motive power units, instead of being bunched at the head end, would be located at several points in the train. Multiple-unit control would be provided by electrical cables running the length of the train from a control cab at one end to an identical cab at the other end. The train could be operated in either direction without having to be turned.

If built, the trains would probably be owned by a leasing organization, and would operate over many connecting roads to provide nationwide service on a basis similar to that now applying to individual cars.

The railroad committee statement pointed out that the proposed integral train would be practical only in handling any volume shipments of a single commodity between one originating area and one consuming area. The railroads will continue their flexible services in all other instances, where volume does not warrant special handling.

# Langdon Leads Attack on S. 1197

► **The Story at a Glance:** The railroad industry's defense of the rate-making freedom it got in the 1958 Transportation Act has been presented to the Senate Commerce Committee by Jervis Langdon, Jr., president of the Baltimore & Ohio, and J. E. Gilliland, vice president of the Frisco. They appeared in opposition to Senate Bill 1197 which, the railroads say, would emasculate the 1958 act's rate-freedom provision which is now Section 15 (a) (3) of the Interstate Commerce Act.

The bill, introduced by Senator Bartlett of Alaska for himself and several other members of the Commerce Committee, has become known as the "Hoffa Bill" because of enthusiastic support it has from James R. Hoffa, president of the International Brotherhood of Teamsters. It is also supported by the trucking and water carrier industries but opposed by numerous shipper interests, including the National Industrial Traffic League.

President Jervis Langdon, Jr., of the B&O last week told the Senate Commerce Committee that the so-called Hoffa Bill to rewrite the 1958 Transportation Act's rate-freedom provision would obstruct railroads in the exercise of their competitive advantages, and prevent them from giving the public low-cost transportation. Mr. Langdon made the railroad industry's principal presentation in opposition to the bill, speaking for both the Association of American Railroads and the American Short Line Railroad Association.

Appearing with him at the hearing was Vice President J. E. Gilliland of the Frisco who told how the tri-level car has "completely revolutionized" the handling of automobiles by railroad. The truckers' loss of this automobile traffic is the principal reason for IBT President Hoffa's support of the bill.

Countering arguments presented by the trucking industry at previous sessions of the hearing (RA, May 22, p. 9), Mr. Langdon said the proposed legislation would deprive the railroads of their right to compete. Generally, the bill would add to Section 15 (a) (3) provisions stipulating that ICC consideration of competitive rates must include consideration of the effect of such rates on the earnings of carriers proposing them, the competitive necessity for them, the effect "upon a lawful rate structure," and the tendency "to cast an unjust burden upon other traffic."

This would "protect regulated truckers from railroad competition, but it

would not protect railroads from the competition of regulated trucks," Mr. Langdon said. Moreover, he pointed out, about two-thirds of intercity highway transportation and 90% of domestic water transportation are unregulated.

The B&O president went on to remind the committee members that, in passing the 1958 act, Congress, "concerned over the deteriorating condition of the railroads, granted a measure of legislative relief, including the more realistic competitive rate rule." S.1197, he added, "would restore the type of competitive rate regulation that the Congress criticized and brought to an end in 1958."

In reply to contentions that the railroads seek a monopoly in the transportation field, Mr. Langdon cited traffic trends to prove the opposite. Since World War II, he noted, railroad traffic has fallen off while truck and barge traffic has increased.

As to the protection of the public interest in competitive-rate disputes, Mr. Langdon cited safeguards in the Interstate Commerce Act. "These restrictions are formidable," he declared, "particularly when imposed on a form of transportation that must compete with other forms that are predominantly unregulated and subject to no restraint of any kind."

The "drastic change in the technique of handling automobiles" which was discussed by Mr. Gilliland "naturally brought lower rates," the Frisco vice president told the committee.

"If the railroad industry is to survive under private ownership," he added, "it must be able to put into operation new techniques which regain and hold high-revenue-producing traffic. Traditionally, Congress has not stifled progress and it should not start now. If Congress in the past had heeded pleas, such as you are now hearing, to restrict the application of new transportation techniques, we all would have had to come to this hearing by stagecoach."

Mr. Gilliland said "nothing could be further from the truth" than IBT charges that the railroads are piggybacking Cadillac automobiles "at rates cheaper than they charge on sand and gravel." For a carload of automobiles shipped piggyback from St. Louis to Dallas, he explained, the Frisco received \$480. For moving a carload of sand between the same points, it gets only \$167.30.

The tri-level car has now replaced the trailer-on-flat-car operation for

handling Frisco automobile traffic. Mr. Gilliland said. He added:

"In all cases, the railroad receives substantially more for handling a tri-level car than for handling a flat car. Because of the greater efficiency of the tri-level car, we were able to reduce the charges per vehicle to the shipper."

Meanwhile, Mr. Gilliland had pointed out that Frisco's service on new automobiles involves joint-rate and through-route arrangements with motor carriers. Also, it does not provide the service for hauls under 300 miles, because it believes highway haulers can render faster service in that area at rates "which would not be profitable to the railroad."

Another opposition witness was Mayor Patrick J. Qualey of Kemmerer, Wyo., who spoke also for several other cities and towns in that state.

As Mayor Qualey read it, S.1197 "has the avowed purpose of so managing the rates and tariffs upon the railroads as to reduce substantially the goods moving by rail." The people he represented were opposed to the bill for reasons which he summarized as follows: "(1) The continuation of a basically sound railroad system is absolutely essential to our continued economic existence. (2) The railroads are good taxpaying citizens of our cities, towns and counties, and therefore our people feel that we must come to the defense of the railroads when they are attacked."

The water carrier industry's presentation in support of the bill was made by A. C. Ingersoll, Jr., president of Federal Barge Lines. He spoke for American Waterways Operators, the Inland Waterway Common Carriers Association, and the Great Lakes Ship Owners Association.

"Our experience under this 1958 act has not been good," he said. "The railroads, undeterred by their failure to get the 'green light' from Congress to make rates as they pleased, went right ahead and behaved as if they had, and embarked on a price-cutting spree that made previous efforts look tame. The Commission tolerated this rate war and made no clear-cut interpretation of the new rule of rate-making. For 2½ years the only standard apparently used to judge the lawfulness of a competitive rail rate was whether it was above out-of-pocket cost."

After receiving these presentations, the committee recessed the hearing. At subsequent sessions, it is expected to hear the ICC and receive presentations from shippers.

# Needed: Action, Not Sympathy

► **The Story at a Glance:** C&NW Board Chairman Ben W. Heineman last week called for the railroad industry to drop the buckshot approach and unite on "one major legislative program" with which the public's interest could be clearly and definitely identified with that of the railroads.

The objective Mr. Heineman would choose: "Elimination of the power of the Interstate Commerce Commission to regulate minimum rates."

The industry's approach to date, North Western's chairman contended, has produced widespread sympathy—but it hasn't motivated the public to translate sympathy into action. By contrast, he told members of the Railroad Public Relations Association, the big push on minimum rate regulation could be specifically related to the public's "pocketbook interest. . . You'd have something to sell with universal appeal. This story can be told—and it can be sold."

As C&NW's Ben Heineman sees it, "the railroads are basically creating a great national yawn about the inequities visited upon us—and the reason is that we have failed to identify John Public's interest with our own."

The industry, he said, has developed a deep public sympathy for the railroads' ailments—perhaps as much sympathy as it can ever get. But "what we're interested in doing is motivating people to do something—not just to join us in tears over a glass of beer." And, he declared, the record of the past 30 years indicates that the constant cry of inequity doesn't produce results, "in the absence of an identification of the public with the industry itself."

The railroads as an industry, he

added, "have not yet fully come into agreement as to what our problem is, in terms of identifying the public with it."

But—"if the industry could unite on one major legislative program . . . if the industry, as an industry, could agree to bring the same combined effort to bear on one dramatic, obvious, self-evident proposition and then utilize the immense reservoir of good will we have, we could make some real progress."

Rate-rigging by government, he charged, has resulted in the public's transportation cost being "infinitely higher than it should be"—and this can be specifically related to the public's pocketbook self-interest in the cost of everything from electric power to automobiles and clothing.

Mr. Heineman echoed in part an appeal by RPRA President William H. Schmidt, Jr., for PR people to knuckle down to the public information task at hand. Mr. Schmidt, director of public relations of the Baltimore & Ohio, pointed out that "the big task of the railroads . . . is to win the right to compete on all fronts. Gaining this right will involve a basic change in thinking by the public. There must be changes in obligations they expect from regulated carriers, in the face of unrestrained and savage competition from private transport. . . These changes will require bold interpretation—and public relations men will have to do at least some of the explaining."

Earlier in their annual seminar in Chicago, RPRA members heard some rather less bullish opinion—principally from Maj. Gen. John P. Doyle, who called for restriction of inter-modal price competition to price levels set

intra-modally by "normal competitive forces"; and from Warren J. Sullivan, director of traffic of Allied Chemical Corp., who advised the railroads to "go after federal and state subsidies for yourselves."

General Doyle contended that in inter-modal competition "the nation benefits from allocation of traffic by economic laws to the most economical form of transportation, subject to the user's evaluation of service factors. . . We do not want pricing driven to bargain-basement levels which produce an inadequate return for any desirable mode. . ."

Mr. Sullivan proposed that the railroads go after subsidy—and forget the fear of government control. But his form of "subsidy" was tax alleviation—and George M. Crowson, assistant to the president, Illinois Central, quickly noted that the tax relief many roads are seeking is an attempt to secure equality in taxation and constitutes no subsidy whatsoever.

Ross L. Thorfinnson, vice president—traffic, Soo Line, also looked darkly on the subsidy proposal, "except for limited application where a railroad is seeking to abandon a loss operation and a regulatory body finds that public convenience and necessity" requires that the service be maintained.

RPRA's "public relations for profit" seminar touched nearly all bases in the public relations field—from the corporate image and the role of PR in building freight business to an updating on the current Congressional situation and a study of PR problems growing out of the "urge to merge."

Speakers included Walter G. Barlow, president, Opinion Research Corp.; Tom Pickett, vice president, AAR; Clem Whitaker and Leone Baxter, Whitaker & Baxter International; Warren McNeill, director of public relations, Louisville & Nashville; L. W. Horning, vice president, New York Central; Scott Jones, of Gardner, Jones & Cowell; Warren W. Brown, assistant vice president—eastern sales, Western Pacific; Holcombe Parkes, president, Railway Progress Institute; Charles A. Harris, director of public relations, Canadian National; Ed Lipscomb, director of public relations, National Cotton Council; Donald T. Martin, assistant vice president—public relations and advertising, Atlantic Coast Line; Brad Atwood, public relations manager, Southern Pacific; and William A. Lashley, director of public relations and advertising, Norfolk & Western.

## PRR's Murphy Heads RPRA

John K. Murphy, director—public relations, Pennsylvania, is the new president of the Railroad Public Relations Association, succeeding William H. Schmidt, Jr., director of public relations, Baltimore & Ohio.

Regional vice presidents for 1961-62 are: Eastern—Douglass Campbell, vice president, New York Central; Western—Paul D. Shoemaker, director of public relations, Association of Western Railways; Southern—Clifford G. Massoth, public relations officer, Illinois Central. John N. Ragsdale, advertising manager, AAR, was reelected secretary-treasurer of RPRA.

The 1962 meeting is scheduled for the Greenbrier Hotel at White Sulphur Springs, W. Va.

# NEW PRODUCTS REPORT



## Electronic Surfacing (RA-1)

New computer-controlled technique for surfacing track has been developed. The equipment used is known as the RMC Electronic Surfacing Device. It utilizes a jacttamper, two carts pushed ahead of the tamper which serve as forward reference points, two 34-ft-long aluminum beams supported on the carts, a potentiometer, computer and other equipment for evaluating track surface, and a direct-reading meter. As the jack tamper moves along the track

the measuring devices automatically determine which reference is at the higher elevation. The computer automatically establishes a reference to this point and indicates on the meter the change in grade required. The operator then jacks the grade rail until the needle is centered. The opposite rail is jacked to proper cross level as indicated by another meter. Only one operator is required for the complete raising and leveling process, it is claimed. *Railway Maintenance Corporation*.



## Track Surfer (RA-2)

A Motorized Telescopic Track Surfer has been developed for use with the Kershaw Super Jack-All. The unit is self-propelled and carries a telescope and seat for the operator. To surface track, the operator sights through the telescope, over a target mounted on the Super Jack-All, to a target pulled behind the jack tamper on surfaced track. *Kershaw Manufacturing Company*.

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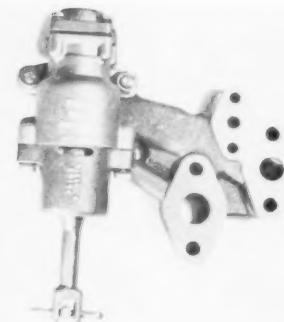
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# NEW PRODUCTS REPORT



**Track Liner (RA-3)**

The new Kershaw Track Liner is designed to operate without clamping it to the rail and humping the track. The unit is operated by one man and uses weights to bump the track into final position. The weights are moved by hydraulic cylinders. Complete visibility along the rail can be obtained by folding the wheels against the body of the machine. *Kershaw Manufacturing Company.*



**Brake Release Valve (RA-4)**

When actuated, the Prime brake cylinder release valve exhausts pressure from the brake cylinder while conserving air in the two-compartment reservoir. This cuts the time needed to bleed and recharge the brake system. The valve does not affect operation of the AB brake system and can be supplied for application to the AB valve portion either with a separate or single release rod. *Prime Manufacturing Company.*



**Trunk-Mounted Radio (RA-5)**

By placing the basic radio in the trunk, the control head for a new vehicular radio can be about half the size of previous units. The control unit is 2 1/4 by 2 3/4 by 4 5/8 in. A three-position switch (Off, Standby, On) allows the radio to be ready to receive a call in the standby position with a battery drain of only 0.04 amp. The transistorized radio is available in 25-54 and 130-174 mc bands with output power to 100 watts. *General Electric Co.*



**Molded Car Seats (RA-6)**

One of the major factors reflected in its profits for the 1959-60 fiscal year, according to the New York Transit Authority, is the adoption of subway seats molded of Cimstra reinforced plastic. The seats, built for the Heywood-Wakefield Company, are said to have withstood regular wear and tear and damage from vandalism, eliminating the need for their repair or replacement. *Cimstra Div., Cincinnati Milling Machine Company.*

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PRODUCTS DESCRIBED ON PAGES 29 and 30 MARKED  
RA-1 RA-2 RA-3 RA-4 RA-5 RA-6

# Market Outlook

## Carloadings Drop 0.4% Below Previous Week's

Loadings of revenue freight in the week ended June 24 totaled 600,001 cars, the Association of American Railroads announced on June 29. This was a decrease of 2,152 cars, or 0.4%, compared with the previous week; a decrease of 41,336 cars, or 6.4%, compared with the corresponding week last year; and a decrease of 97,796 cars, or 14.0%, compared with the equivalent 1959 week.

Loadings of revenue freight for the week ended June 17 totaled 602,153 cars; the summary, compiled by the Car Service Division, AAR, follows:

REVENUE FREIGHT CARLOADINGS For the week ended Saturday, June 17			
District	1961	1960	1959
Eastern	86,485	90,809	104,631
Allegheny	97,539	109,644	135,562
Pocahontas	56,078	57,538	60,101
Southern	108,353	116,047	116,923
Northwestern	88,319	105,525	116,405
Central Western	117,968	117,997	131,254
Southwestern	47,411	51,943	59,402
Total Western Districts	253,698	275,465	307,061
Total All Roads	602,153	649,503	724,278
Commodities:			
Grain and grain products	58,818	55,298	67,225
Livestock	3,039	3,704	4,412
Coal	115,052	115,884	123,248
Coke	6,758	7,115	11,081
Forest Products	38,312	41,002	42,467
Ore	49,804	74,595	81,229
Merchandise l.c.l.	28,516	35,452	39,872
Miscellaneous	301,854	316,453	354,744
June 17	602,153	649,503	724,278
June 10	593,304	648,658	709,841
June 3	531,267	574,980	680,617
May 27	578,767	639,864	687,063
May 20	568,457	636,833	686,152
Cumulative total, 24 weeks	12,458,188	14,500,560	14,996,489

### PIGGYBACK CARLOADINGS

—U. S. piggyback loadings for the week ended June 17 totaled 12,502 cars, compared with 11,096 for the corresponding 1960 week. Loadings for 1961 up to June 17 totaled 262,466 cars, compared with 253,406 for the corresponding period of 1960.

**IN CANADA.**—Carloadings for the seven-day period ended June 14 totaled 74,117 cars, compared with 74,590 for the previous seven-day period, according to the Dominion Bureau of Statistics.

	Revenue Cars Loaded	Total Cars Rec'd from Connections
Totals for Canada		
June 14, 1961	74,117	22,814
June 14, 1960	77,700	26,869
Cumulative Totals		
June 14, 1961	1,470,285	573,995
June 14, 1960	1,610,297	676,083

## New Equipment

### FREIGHT-TRAIN CARS

► **Katy.**—Ordered 94 cars from Pullman-Standard for August delivery—50 Hydroframe-60 box cars; 20 box cars equipped with DF loaders; and 24 Lo-Dek flat cars. The Lo-Dek cars will be equipped with auto racks (20 tri-level, 4 bi-level) manufactured by the Darby Co., Kansas City, Kan.

► **Northern Pacific.**—Ordered 20 70-ton, 2,600-cu-ft Airslide covered hoppers from General American for delivery in fourth quarter. The \$300,000 order is in addition to NP's previously announced 1961 new-car program (RA, Nov. 21, 1960, p. 31).

### PIGGYBACK

► **Pacific Fruit Express.**—Is acquiring 400 40-ft, mechanically refrigerated trailers, designated "Tempco-Vans," at a cost of "several million" dollars. They will be used to piggyback western fruits and vegetables to midwestern and eastern points, returning to the West Coast with merchandise and perishables, particularly meats. Scheduled for delivery by early fall, the trailers will be able to maintain exact temperatures ranging from below zero to 70 deg.

### SPECIAL

► **Southern Pacific.**—New-equipment program for 1961 includes 34 diesel locomotives, 2,342 freight and passenger cars, 275 bi- and tri-level rack units for handling automobiles, and 746 highway vehicles (trucks, tractors, trailers and automobiles). Cost is estimated at \$51 million. Deliveries are being expedited (see p. 9).

## New Facilities

► **Canadian National.**—Ordered equipment from General Railway Signal for installation of 10 miles of CTC in the vicinity of the new Moncton automatic classification yard. The control center will be located in Moncton, N.B.

► **Grand Trunk Western.**—New track connections to the expanded National Parts Warehouse and a two-track yard expansion will add one mile of trackage at Flint, Mich., at a cost of about \$125,000.

► **Minnesota Transfer.**—Is constructing sanitary sewer, storm sewers and bituminous roadways to serve industries at Roseville, Minn., Industrial District at a cost of \$90,000.

► **New York Central.**—Ordered equipment from General Railway Signal for 119 miles of CTC between Syracuse and Schenectady, N.Y. Two of the four tracks presently in use will be removed. A Traffic Master control center will be located at Utica.

► **Soo Line.**—Track extensions and revisions at Shoreham (Minneapolis) yard will cost an estimated \$56,000. Changes are designed to expedite service and reduce terminal delay by making possible a speedup of train movements into and out of the yard.

► **Southern Pacific.**—Company forces have completed an eleven-unit diesel engine repair facility at Tucson, Ariz.

# How C&O Would Help B&O

► **The Story at a Glance:** What must be done to rehabilitate and improve the Baltimore & Ohio's railroad plant, and what the Chesapeake & Ohio proposes to do about it, was the coordinated story told by operating officers of those roads who testified at the ICC hearing on C&O's application for control of B&O. The hearing, now in its third week at Washington, is being held before Examiner John L. Bradford. It also embraces the New York Central's competing application for control of B&O.

Following through from the presentations of C&O President Walter J. Tuohy and B&O Chairman Howard E. Simpson, top operating officers of those roads offered comprehensive supporting evidence at the ICC hearing on C&O's application for control of B&O.

The B&O's vice-president—operation, Charles E. Bertrand, outlined the rehabilitation program confronting that road, calling it of "large proportion." The C&O's senior vice-president for operations, M. I. Dunn, spelled out C&O's \$232-million, five-year program for rehabilitation of B&O. The latter's need for such financial assistance was also pointed up in testimony of two of its other vice-presidents—John I. Barnes (accounting) and Frederick E. Baukhages (finance). Most of the cross-examination of these witnesses came from Robert D. Brooks, NYC general attorney.

The maintenance of way program described by Mr. Bertrand as the minimum required to arrest deterioration of B&O property would cost \$45 million annually, an amount he said was about \$3.5 million more than funds anticipated to be available if a net income is to be realized. The B&O vice-president's program to meet equipment requirements contemplated building 33,248 freight cars at a net out-of-pocket cost of about \$215 million.

Rehabilitation of the B&O freight-car fleet would cut annual maintenance costs by a minimum of \$12 million, Mr. Bertrand calculated. He also said 68 B&O locomotives are in need of repair. He added that the present fleet of 1,147 locomotives would have to be enlarged if there is any significant increase in traffic above the level of the 1958-60 period. It would take \$2,119,280 to finance the B&O's locomotive replacement program, but the outlay would bring annual savings in maintenance costs of \$207,200, Mr. Bertrand also testified.

He went on to say he had reviewed

C&O's program for rehabilitating B&O, and it is his "considered judgment" that it would produce the operating and maintenance savings claimed for it in Mr. Dunn's presentation.

Mr. Dunn put those savings at more than \$45 million for the five years during which the \$232-million program would be carried out. The program, as the C&O vice-president summarized it, would:

- Provide B&O enough cars to satisfy shippers' requirements.
- Build up its locomotive fleet so it can haul these cars.
- Modernize its yards and shops.
- Speed trains through modern traffic control and communications.
- Improve roadbed, tracks, bridges and tunnels.
- Modernize and build new port facilities for coal dumping and ore handling.

The B&O's car-supply situation is its "most critical problem in terms of public interest," and it requires "prompt and decisive action," Mr. Dunn said. He noted, as did Mr. Tuohy, that C&O has already taken such action, having supplied B&O with nearly 5,000 cars on the regular per diem basis. Mr. Dunn calculated that the number of cars thus made available represents an investment of \$34 million.

Turning to B&O's locomotive needs, Mr. Dunn said C&O would lease 26 of its more modern diesels to replace 28 obsolete B&O units. That arrangement would save B&O a capital outlay of \$3 million, Mr. Dunn calculated, adding that it would also result in lower maintenance costs and provide cash from scrapping the old diesels.

Meanwhile, C&O "would realize a return on diesel locomotives that are now standing idle"; and, "if B&O should require additional power, C&O stands ready to make available an additional 74 diesel road units at a mutually agreeable charge."

Maintenance by C&O of a full car supply for coal operators was identified by Mr. Dunn as "probably the most important factor" in his road's success. "A completely adequate car supply," he said, "is a basic policy formula with us."

During the five years of the improvement program, 9,102 freight cars would undergo heavy repairs and 18,251 cars would be built new for a total net cash outlay of more than \$175.5 million, Mr. Dunn reported. He then turned to what he thinks are B&O needs for roadway improvements, summarizing them as follows:

Four yard improvement projects that

will cost \$7,573,076.

Enlargement of tunnel clearances, \$6,368,761.

Coal and ore handling facilities, \$11,359,560.

Eight centralized traffic control projects, \$8,761,159.

Track and bridge improvements, roadway machinery, freight car repair and locomotive sanding facilities, and power plant modernization, \$21,055,325.

B&O Vice-President Barnes presented exhibits showing how that road's earnings and financial position have been declining in recent years. Vice-President Baukhages testified that the road is in immediate need of financial assistance to avoid further deferral of maintenance work and to undertake necessary capital improvement programs. He put at \$312 million the B&O's cash requirements for maintenance, replacement and improvement projects of the next five years.

Meanwhile, the C&O filed with the Commission its statement of opposition to Central's motion to dismiss the C&O application as "defective." This Central motion is bottomed on a contention that Cyrus S. Eaton, chairman of the C&O board, should be a party to the case as an applicant for authority to acquire indirect control of C&O (RA, June 26, p. 14).

The U. S. Supreme Court in *Alleghany Corporation v. Breswick & Co.*, "squarely rejected the identical contention now made by Central in a case involving Central," the C&O statement said. It also said it knew of no acquisition-of-control or merger case in which any individual joined or was required to join as a party applicant.

"Central," C&O continued, "does not follow its own present theory. Its application to acquire control of B&O was necessarily joined by its parent, Alleghany Corporation, which is subject to this Commission's regulation. But no authority was sought by Allen P. Kirby, Jr., who was then in undeniably control of Alleghany.

"Control of Alleghany has recently passed out of the hands of Mr. Kirby into the hands of John Murchison and Clinton Murchison, Jr. No amendment to Central's or Alleghany's joint application had been made despite this very spectacular and publicly-recognized change of control. It is an inescapable conclusion that either (1) Alleghany's and Central's joint application to control B&O, or (2) Central's present motion is frivolous. The application and the motion cannot stand side-by-side."



J. C. McGohan  
B&O



Charles J. Henry, Jr.  
B&O



J. W. G. Macdougall  
CN



Lewis D. Schley  
PFE



Walter A. Renz  
ARCI



R. E. Abbott  
FreightMaster

## PEOPLE IN THE NEWS

**AMERICAN REFRIGERATOR TRANSIT COMPANY.**—**Giles A. Blair**, assistant to the president and general manager, and **Raymond G. Setzekorn**, mechanical superintendent, retired June 30.

**BALTIMORE & OHIO.**—**J. C. McGohan**, general freight traffic manager, Baltimore, Md., appointed assistant vice president—sales. **Charles J. Henry, Jr.**, general attorney, appointed assistant vice president—rates.

**CANADIAN NATIONAL.**—**J. W. Graham Macdougall**, commission counsel, Montreal, appointed general solicitor there, succeeding **A. D. McDonald**, named general counsel (RA, June 19, p. 30). **Wilbur G. Boyd**, associate commission counsel, appointed commission counsel. **Pierre Taschereau**, solicitor, named assistant general solicitor.

**Victor Croft**, chief accountant, Moncton, N.B., named regional comptroller, Atlantic region, succeeding **G. Homer Betz**.

**CENTRAL OF GEORGIA.**—**Walter Preston Coleman**, Pacific Coast traffic manager, retired July 1.

**CHESAPEAKE & OHIO.**—**Lester W. Slack** promoted to industrial engineer, Detroit, Mich. **A. H. Young, Jr.**, assistant manager of stores Huntington, W. Va., retired, has been succeeded by **Thomas R. Grady** (RA, June 19, p. 30).

**COTTON BELT.**—**H. T. Culp**, assistant general freight agent, Fort Worth, Tex., retired June 30 and that position abolished. **G. R. Gregory** appointed general agent, Fort Worth, succeeding to Mr. Culp's duties. **S. D. Swann**, assistant general freight agent, promoted to general freight agent, Dallas, and his former position abolished. **I. L. Cameron** appointed general agent, Dallas.

**DENVER & RIO GRANDE WESTERN.**—**V. E. Haas** appointed district freight and passenger agent, Denver, Colo., succeeding **J. D. Wright**, resigned to accept service with another company. **E. R. Young** succeeds Mr. Haas as assistant to general freight traffic manager, Denver.

**ERIE-LACKAWANNA.**—The following retired June 30: **George W. Oakley**, vice president—accounting, Cleveland, Ohio; **Theodore F. Wendt**, assistant district sales manager, Detroit, Mich.; **Raymond F. Irwin**, general agent, passenger department, Hoboken, N.J.; **William E. Downs**, division passenger sales manager, Binghamton, N.Y. and **Harold J. Spindler**, division sales manager, Elmira, N.Y.

**MISSOURI PACIFIC.**—**H. B. Christianson** appointed director industrial engineering and applied procedures.

**NEW HAVEN.**—**Charles M. Kelley** appointed general storekeeper, at New Haven, Conn. He was formerly assistant to general storekeeper.

**NORFOLK & WESTERN.**—**Horace K. Mackan**, commercial agent, Norfolk, Va., appointed district freight agent there.

**NORTHERN PACIFIC.**—**R. S. Sandgren**, assistant general freight agent, Seattle, appointed to the newly created position of assistant to the general freight traffic manager in charge of rates, St. Paul. **H. R. Bartoo**, assistant to the general freight agent, Seattle, succeeds Mr. Sandgren, and in turn is replaced by **C. E. Simmons**, transportation analyst, Seattle.

**PACIFIC FRUIT EXPRESS.**—**Lewis D. Schley**, assistant to vice president and general manager, named vice president and general manager, San Francisco, succeeding the late **Charles V. Ahern** (RA, June 26, p. 67).

**RUTLAND.**—**John D. Lewis**, district sales manager, Western region, Cincinnati, Ohio, promoted to sales manager, Northeastern region, Boston, Mass., succeeding **John E. McGarity**, who retired June 30. **Stanley L. Ginsburg** named district sales representative, Northeastern region, Boston.

**SOUTHERN.**—**Davis H. Beck**, assistant passenger traffic manager, promoted to passenger traffic manager. **Charles E. Libbey**, assistant general passenger agent, appointed general passenger agent. **N. Bradford Bollinger**, assistant general passenger agent, named assistant to passenger traffic manager. Headquarters of all remain in Washington, D.C. **Marvin P. King** appointed assistant general passenger agent and **James B. Sparks** appointed district passenger agent, Washington.

## Supply Trade

**John A. Jones**, Pacific Railway Sales, 55 New Montgomery Street, San Francisco 5, Calif., has been appointed West Coast manufacturers representative, effective July 1, to railroads and river and harbor contractors for the "Sealtite" Bolts and "Loktite" Nut division of **Lewis Bolt & Nut Co.**, Minneapolis, Minn.

**Howard J. Russell**, sales manager, Rail and

Container Division, **Trailmobile Inc.**, Chicago, has been elected vice president of the division. **George G. McManis**, Long Island City, N.Y., branch manager, has been appointed Eastern Division rail and container sales representative, at 711 Third Avenue, New York 17.

**Walter A. Renz**, secretary and treasurer, **American Railway Car Institute**, New York, has been elected also executive vice president.

**R. E. Abbott** has been appointed mechanical engineer for **FreightMaster**, a division of **Halliburton Co.** Mr. Abbott was formerly engineer of physical tests, Association of American Railroads, in charge of the Mechanical Research laboratory.

**Hynes Sparks**, chairman of the executive committee, **Symington Wayne Corp.**, New York, has retired.

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## You Can Double Your Reading Speed!

Reading speed without comprehension is as worthless as power without purpose. There are definite steps you can take to get the information you want without wasting time reading a lot of irrelevant material. If you don't feel that you are getting the most from what you read, this article will give you some valuable pointers.

Pre-reading is a time-saving preliminary survey of any article, report or other piece of non-fiction. It is a particularly important first step in reading complicated or difficult material. By applying this method, you can determine if the material is too elementary and simply repeats what you already know. Or it will tell you if it is too advanced, if you must get a better background in the subject before you tackle the article.

Your pre-reading may indicate that answers to certain of your questions can be found in the article, or that a few new and interesting points are raised in an otherwise elementary discussion. Under such circumstances you will save time by skimming back through to the points of interest (more about skimming later on). If pre-reading indicates the article deserves a thorough reading you have also saved time by your advance sampling of the author's style, your foreknowledge of the major points to be covered, and the conclusions to be drawn at first reading.

The following techniques may seem elementary. However, a trial application will convince you that you have saved time and gained in comprehension.

- Look first at the title, author and date.
- Read rapidly the first two or three paragraphs which almost always introduce the subject in a general way.
- Begin reading only the first sentence of each paragraph in the main body of the discussion. The first sentence usually expresses the main idea of the paragraph.
- Examine pictures, tables, graphs, charts and drawings, which often reveal more at a glance than many pages of print. Note all subheads and bold-faced or italicized type, which indicate important steps in the discussion.
- As you read the end of the article or report, the first sentence of the paragraph will tell when the author is beginning to sum up his discussion. Read these summarizing paragraphs thoroughly but rapidly.

Possibly you have been reading your trade publications and business papers without taking note of the readability aids provided by the editors. On the other hand, you may be conscious of them, but continue to

read in the same way. Your publications, conscious of the limited time you have for reading, are vitally interested in helping you get information quickly and painlessly. An analysis of one issue of a trade publication will save you countless hours on future issues.

Start with the cover of this issue of *Railway Age*. You will quickly note the articles that are highlighted. Next, turn to "Week at a Glance," which is almost always on pages 5 and 7. There is no search necessary to find the contents page. A quick glance (as they suggest) at the article titles highlights what you may want to read first. Titles are often misleading, in which case you have a synopsis in large readable type, of what the article contains. The contents section is followed by "Short and Significant" items that keep you up to date on news of interest to railway men. In a matter of seconds you have brought yourself up to date on news items, gotten an overview of all the articles and selected those you wish to read more thoroughly.

For many articles, the editors give you another aid: "The Story at a Glance." If there has been any doubt in your mind from the synopsis of the article in the contents page, you now have a longer summary. This boldface summary tells you immediately what the article is about and lets you decide whether further reading on your part is warranted. If it is, you already know what to expect from the article and you are prepared with mental questions for what follows. "The Story at a Glance" serves another purpose. Today's specialist is expected to have a general knowledge of all facets of the business. By reading these lead paragraphs you have obtained a quick overview of new developments and methods in associated areas.

Now you are ready to turn back to the contents page. Several departments are listed there each week. Some of them are of special interest to you and you read them thoroughly. A great deal can be learned from the advertisements, also, even if they are not of immediate interest to you or your area of specialization. It is an excellent way to keep abreast of new developments and products.

You have now read your publication in an organized manner and can be confident that you have gotten the most out of it in considerably less time. Watch for these aids to readability in other publications and make use of them.

### SKIMMING AND SKIPPING

Skimming is not rapid reading; it is a substitute for reading. Pre-reading will tell you what should be skipped, skimmed or read thoroughly. Skimming is em-

# Articles Prepared for Railway Age by Reading Laboratory, Inc.

ployed when pre-reading reveals that you need further understanding of the material.

When you skim, you may be looking for a definite fact or the answer to a specific question. On the other hand, you may wish to grasp quickly the main ideas and significant details of a selection. Each purpose calls for a separate approach.

**Skimming for a fact:** Let your eyes travel down the page without actually reading, stopping only twice on each line of print. The easiest way to do this is to place a pencil down the center of the column from top to bottom. Let your eyes make two fixations, one on each side of the pencil. As you go on to a new column, repeat the process. Keep in mind exactly what it is you are looking for. As you become proficient in this technique you will notice that the number, name or phrase you want seems to stand out on the page.

**Skimming for main ideas:** Read the first sentences of each paragraph and let your eyes swing down the remaining portion of each paragraph. Names, dates and numbers will catch your eye to fill in one or two details. You will skim principally for main ideas when:

- Pre-reading indicates a need for further perusal.
- You are too pressed for time to read thoroughly.
- You encounter familiar material which is too important for your purposes to skip.

The decision to skip an entire article, chapter or book is based upon pre-reading. The decision to skip portions is a result of skimming. Material should be skipped when pre-reading or skimming indicates that:

- You are learning nothing new.
- The material is irrelevant to your purposes.
- The material is so highly specialized it demands a proper background to be fully comprehended. In this case you should most likely do more reading of other sources before tackling the material at hand.

## AIDS TO CONCENTRATION

Boredom or passive reading is generally caused by lack of involvement with the material. How often have you had the exasperating experience of reading a mass of material, then suddenly "waking up" to the fact that you have merely been reading words while your mind contemplated some other problem or some more desirable pursuit? We all have, of course, but unfortunately there is "must" reading that cannot be avoided and, what is more difficult, must be concentrated upon.

No one can offer you a magic pill to suddenly make

dull reading exciting. But the following suggestions may help to sharpen your concentration and comprehension.

**Ask questions before you read:** No matter how fast you read, you will not always get enough from the printed page to occupy your mind fully. But there are ways to re-direct your leftover attention to the material. After you have pre-read the material or read "The Story at a Glance," set up questions—"What is the author's main thesis?; Why is he writing the article?; What do I expect to get from it?" As you read the article thoroughly, turn the topic sentence (generally the first) of each paragraph into a question. Look for the answer in the paragraph. By creating these questions in your mind as you read, you expand your interest in the material, and thus increase your ability to become totally absorbed in it.

**Anticipate as you read:** Anticipate what points the author is going to make. Weigh his effectiveness in leading up to them. Try to stay one step ahead of the writer. You will find that this practice keeps you busy and allows little room for distraction. Because you are questioning and anticipating the author's thought, you will be able to grasp and deal more efficiently with the entire organization of his facts and ideas.

If you use the suggestions in this series of articles, you should improve your reading speed and comprehension considerably.

You can apply these new techniques and practice them while doing your regular work. In this way your reading skills will continue to improve as you convert the techniques into habits.

Your reading load will become lighter and easier to handle. The benefit of this high gear reading will be measured in greater efficiency and greater personal satisfaction.

## READING KIT

A 64-page do-it-yourself book, which tells you the how, what and why of reading improvement with self gage to determine your reading rate, is available for \$2 from the Developmental Research Institute, Inc., 500 Fifth Avenue, New York 36, N.Y.

# You Ought To Know...

**Class I roads paid out \$1.43** for every dining-car dollar they took in last year—a slight drop from 1959's \$1.467. Lowest ratio of expenses to revenues was reported by the New Haven (93.7%), highest by the Milwaukee Road (187.8%).

**C&NW passenger trains** 217 and 224 will end their daily runs between Chicago and Green Bay, Wisc., July 5 following notice that the ICC's Division 3 will not investigate the proposed discontinuances.

**Interdependence** of railroads and their suppliers is pointed up in a letter sent by Buckeye Steel Castings Co. to employees, shareholders and its own suppliers asking them to support the railroads' "Magna Carta" (Four Freedoms) legislative program. Given these freedoms, says Buckeye, railroads can thrive—and "purchases for expansion and modernization will reach new highs."

**Third "whistle-stop" train** operated by eastern railroads in support of the industry's "Magna Carta" program made a one-day swing over the PRR in western Pennsylvania June 29. First such train was initiated by Pittsburgh railroads with a two-day tour over the P&LE; the second train was operated by NYC, C&O and GTW on a three-day tour of Michigan.

**Katy's application** for government guaranty of a \$6-million loan to bolster working capital has won ICC approval. Earlier, the Commission passed favorably on a guaranty application covering a \$16-million loan to provide funds to meet obligations under Katy's prior lien mortgage (two series of bonds totaling about \$17.5 million are due and payable next Jan. 1).

**Federal-government guaranty** of a \$1,500,000 loan to the Pittsburgh & West Virginia has been approved by the ICC. Proceeds will be used to reimburse the road's treasury for capital expenditures made since Jan. 1, 1957.

**A new piggyback terminal** opened last week at Erie-Lackawanna's Chicago freight yard. The terminal is jointly owned by T.O.F.C., Inc., and E-L. T.O.F.C., Inc., is equally owned by six large trucking concerns and Rail-Trailer Co. Construction of the Chicago terminal and a similar one at E-L's Jersey City yard has been made possible by an initial investment of \$1.8 million by the railroad and T.O.F.C. (RA, April 10, p. 35.)

**New cars worth \$30 million** will be added to the General American Transportation Corp. fleet in 1961, according to GATC Board Chairman T. M. Thompson. The company has also launched a container pool that it expects to develop along the lines of its car fleet.

**Aggressive cooperation** of management and labor unions in defeating bills pending before Congress which would curb rate-making freedom has been urged by Joseph H. Hays, AWR general counsel. Mr. Hays told a joint meeting of the Texas and Oklahoma state associations of the BRT that "the railroad industry is locked in a struggle for its very life."

**A major new mining operation** in Buchanan County, Va., will be served by Norfolk & Western. The new Beatrice Mine, which will produce 1.2 million tons of metallurgical coal annually, will be on an existing extension of N&W's Buchanan Branch (which already serves over 40 coal operations). Four 80-car delivery tracks will be installed along with four 90-car outlet tracks.

**Target date** for New York's automated subway train to go into operation on the Times Square-Grand Central shuttle is now set for late September, according to R. G. Welch, division engineer.

**ICC has authorized abandonment** of the entire 21.55-mile line of the Carolina Southern between Windsor and Ahoskie, N.C. The line, which operated at a deficit during the past two years, "no longer serves a public need," said the Commission.

**"Mismanagement and antiquated federal regulatory policies"** are strangling railroad passenger service, says Stanley Berge, professor of transportation, Northwestern University. Professor Berge bases his charges on a just-completed study of passenger service trends of 12 leading railroads. He asks for a reopening of the ICC investigation of its rules governing separation of railroad operating expenses between freight and passenger services.

**Spontaneous welcome** from 800 CN employees greeted CN President Donald Gordon on his return to road headquarters after a week's testimony before the House of Commons Railways Committee. Mr. Gordon, who in his testimony had strongly defended CN's personnel, told the packed lobby, "We must remember we have to work as a team . . . and, if we do, we'll do the job we have to do."

**Two ICC decisions** leave export and import rates through Baltimore and Philadelphia on a parity basis but differentially lower than New York. One decision, in I&S 6615, affirms the Commission's prior determination that the differential situation should not be disturbed as to export and import shipments to and from so-called differential territory — generally Central and Illinois Freight Association territories and Southern Wisconsin. The other decision, in I&S 6074, affirms a previous Commission ruling which let Philadelphia keep the Baltimore basis of rates on imported iron ore, but reverses that phase of the previous decision which approved extension of this parity to New York. Operation of the New York tariffs had been stayed while this case went to the U.S. Supreme Court and back to the Commission.

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### EMPLOYMENT OPPORTUNITIES SECTION

Railway Age, 30 Church St., New York 7, N.Y.

# Allocating Bosses' Time

Railroad managements certainly do a thorough job in dealing with issues that arise between individual companies; and between the industry and its unions. Consider, for example, the competent and exhaustive statistical testimony they enter in cases before "emergency" boards—or in inter-railroad disagreements on questions of interterritorial divisions of freight rates; or in the presentation of merger proposals.

The industry cannot prosper unless such issues are resolved correctly. They deserve, therefore, all the time and brainpower that can be allotted to them. The question arises, however, as to whether there are not other issues of equal importance which receive relatively skimpy attention. When there are only 24 hours in a day and 7 days in a week, how is managerial attention to be divided—so that every question gets the optimum degree of attention?

## HOW ABOUT THESE ITEMS?

Some aspects of railroading—where the industry's future is quite as deeply involved as in mergers and other such issues as those listed above—are (as we see it) getting somewhat less than their quota of intensive attention. To mention only a few:

- *A concerted program to reduce the ruinous increase which has occurred in costs of terminal handling.* The increase, from 1950 to 1960, according to the ICC "Form A" calculation, has been 75% in the East, 73% in the West and 65% in the South. High terminal costs (compared to those of truck operators) increase the radius wherein truck movement has an economic advantage over movement by rail, and greatly reduce the tonnage for which railroads can hope to compete successfully.

- *Railroad rate and service policy to confront the competition from barge operations, and the threat from pipelines (e.g., for moving coal).* Railroads can ill afford to reduce their *net* earnings from the bulk traffic these rival carriers are out after. If, however, railroads were to set up their operations to handle these commodities in large and dependable volume (as their competitors do), quite likely the traffic could be hauled profitably at rates which would be successfully competitive. It should be possible to win public and regulatory support for volume rates that can be offered to any origin or destination where quantity movement is available—i.e., in preference to methods applying only to places on navigable water.

- *Determination of railroad policy as to what rate adjustments are justifiable—when immediate revenue losses will be incurred, if rate changes are made sufficient to halt a downward traffic trend.* For example, should a loss of \$100,000 in charges on existing traffic be accepted if it will halt a downward trend—especially if, unless the present trend is halted, the \$100,000 (and more) will be lost anyhow?

- *Agreement on a policy that the whole industry will support, to require the government to take railroads into account in its transportation planning.* As it is now, eager beavers in the Bureau of Public Roads do all their highway planning and promotion just as if there were no other transportation in existence except that by highway. The governmental air transportation and waterway planners are similarly isolationist in the performance of their duties. The result is ruinous to the nation's economy in transportation, and especially to the railroads.

- *Development of a program for methods of operation, kinds of equipment, and rates which will make railroad handling of perishables more profitable and more successfully competitive.*

- *Resolution of the "passenger traffic problem."* It would appear that the question of suburban service is, perforce, going to be answered locally—depending on local circumstances, which differ widely from one large city to another. But what about single-trip traffic, both short-haul and long-haul? No one railroad can answer this question in isolation because so much traffic is interline. There are a number of possible answers to this question—one or two of which are probably far better than the others; and these "best possible" solutions need to be quickly discovered and applied.

- *Agreement on an acceptable basis for determination of costs for rate-making purposes, and securing acceptance of this sound basis by the regulatory authorities.* The kind of questionable cost data supported by regulators now, at least occasionally, is operating contrary to the national interest in economic division of traffic as between transportation methods—with railroads usually on the short end of the division.

## OTHER SUBJECTS ON THE LIST

Each item on this list could be expanded, and the list itself could be considerably extended, if space were available.

But that is not necessary. Any experienced railroader could make his own list, which would be as valid as any we could contrive. The point is that the true relative importance of the many jobs that demand management's time and attention is not necessarily the measure that allocates the time. Some big questions don't seem to be getting their "fair share."



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